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MOROCCAN ECONOMIC COMPETITIVENESS: WORK PLAN 2010



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MOROCCO ECONOMIC COMPETITIVENESS: WORK PLAN 2010

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Reduced barriers to trade and investment

By DAI

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ACRONYMS

ABH	Agence de Bassin Hydraulique
ABRI	Advancing the Blue Revolution project
ADS	Automated Directives System
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences
CBI	Common Business Identifier (Indicateur Commun des Entreprises)
CGEM	Confédération Générale des Entreprises du Maroc
CNEA	Commission Nationale de l'Environnement des Affaires
CRI	Centre Régional d'Investissement
CU	Commune Urbaine
DAI	Development Alternatives, Inc.
DCAE	Direction de la Coordination des Affaires Economiques
DCI	Délégation de Commerce et de l'Industrie
DFRD	Direction de la Formation, de la Recherche et du Développement
DGCL	Direction Générale des Collectivités Locales
DPA	Direction Provinciale de l'Agriculture
DRA	Direction Régionale de l'Agriculture
FAO	United National Food and Agriculture Organization
ICT	Information and Communication Technologies
IMS	Information Management System
ITSAZ	Institut des Techniciens Spécialisés en Agriculture de Zraïb
GIS	Geographic Information System
GOM	Government of Morocco
M&E	Monitoring and Evaluation
MAEG	Ministère des Affaires Economiques et Générales
MAPM	Ministère de l'Agriculture et de la Pêche Maritime
MCC	Millenium Challenge Corporation
MEC	Morocco Economic Competitiveness program
MEFP	Ministère de l'Emploi et de la Formation Professionnelle
MENA	Middle East and North Africa

MIS	Management Information System
MI	Ministère de l'Intérieur
MTDS	Morocco Trade and Development Services
NGO	Non-Governmental Organization
OFPPT	Office de la Formation Professionnelle et de la Promotion du Travail
OMPIC	Office Marocain de la Propriété Industrielle et Commerciale
ONEP	Office National de l'Eau Portable
ORMVA	Office Régional de la Mise en Valeur Agricole
ORMVAD	Office Régional de la Mise en Valeur Agricole - Doukkala
ORMVAM	Office Régional de la Mise en Valeur Agricole - Moulouya
PMP	Performance Management Plan
PMV	Plan Maroc Vert
PNE	Plan National de l'Eau
PNEEI	Plan National de l'Economie de l'Eau d'Irrigation
ppt	Powerpoint
RADEE	Régie Autonome de Distribution d'Eau et de l'Electricité
RADEEO	Régie Autonome de Distribution d'Eau et de l'Electricité (Oujda)
RADEEM	Régie Autonome de Distribution d'Eau et de l'Electricité (Meknès)
RADES	Régie Autonome de Distribution d'Eau et de l'Electricité (Safi)
RAP	Regional Agricultural Plan
SEEE	Secrétariat d'Etat chargé de l'Eau et de l'Environnement
SIAM	Salon International de l'Agriculture au Maroc
SME	Small and Medium Enterprise
STTA	Short-Term Technical Assistance
TWG	Technical Working Group
UNDP	United Nations Development Program
US	United States
USAID	United States Agency for International Development
USG	United States Government
VC	Venture Capital
WUA	Water User Association
WWTP	Wastewater Treatment Plant

EXECUTIVE SUMMARY

The Morocco Economic Competitiveness (MEC) program was launched in December 2009. The present document is the first annual work plan: it covers the period from April 1st 2010 to September 30th 2010.

The mandate for USAID's Morocco Economic Competitiveness program is to reduce barriers to trade and investment in Morocco, through intense engagement in target regions, which have been defined as Oriental and Doukkala-Abda. MEC defines competitiveness as "sustained increases in productivity." Whether at the national, regional, value chain, or enterprise level, competitiveness depends on the capacity to innovate and upgrade. Taking into account global environmental trends like climate change, degradation, and water scarcity, it is reasonable to assume that tomorrow's competitiveness will be closely linked to environmental sustainability. This may include: adopting new technologies for more efficient resource use; re-thinking business models to value conservation, and investments in new approaches to industrial design, production and the treatments of waste.

Based on an analysis of constraints and opportunities in the target regions, MEC interventions will seek to achieve increases in productivity through:

- Reduced transactions costs for businesses investing in Morocco
- More efficient water use
- Innovation (leading to efficiency and/or upgrading) at key points in the value chain
- Improved training and utilization of Morocco's human resources

The MEC program will seize the opportunity to work at the regional level to identify tangible, short-term improvements to trade and investment: through simplification and removal of regulatory roadblocks affecting business, by contributing to increased productivity in high-potential agricultural and export sectors, and through the implementation of a privately-led, market driven approach to the development and deployment of human resources. Practical, visible, tangible benefits from regional activities will contribute to –and at times, may even initiate - change processes taking place in the longer term and at a larger (national) scale.

The draft Performance Management Plan for MEC defines the anticipated results over the life of the program. The impact targets are as follows:

Objective: Reduced non-tariff barriers to trade and investment in target regions

Indicator 1: Value of trade from the MEC target regions – tbd.

Indicator 2: Value of investment in the MEC target regions – tbd.

Indicator 3: Number of enabling policies supportive of trade and investment – 12 by year 5.

Indicator 4: Increase in total production and net value of agriculture products that use water more efficiently in the MEC target regions – increase in production 50% in Oriental and 40% in Doukkala-Abda; increase in net value to farmers 40% in Oriental and 35% in Doukkala-Abda.

Component 1: Trade and investment improved

Indicator 1: Number of regional Business Enabling Environment policies developed – 10 by year 5.

Indicator 2: Number of private sector regional partners contributing to reform of the Business Enabling Environment – 10 in Oriental and 10 in Doukkala-Abda.

Indicator 3: Number of users of services that disseminate information on markets – 1,000 users.

Component 2: Water used sustainably for agricultural growth

Indicator 1: Number of policies and/or regulatory instruments enacted to encourage more efficient use of water resources by farmers and businesses 10 by year 5.

Indicator 2: Number of hectares under improved irrigation practices – 25,000 ha in Oriental and 25,000 ha in Doukkala-Abda.

Indicator 3: Increase in value of agricultural production from farms in irrigated perimeters in MEC target regions – 20% increase in each region.

Component 3: Workforce development strengthened

Indicator 1: Number of newly hired employees in targeted regions - Oriental: 5,000 (male: 2,500; female: 2,500; youth 60%); Doukkala-Abda: 3,000 (male: 1,500; female: 1,500; youth 60%).

Indicator 2: Percentage of graduates trained through formal programs finding work within three months - Oriental: 50% (male: 50%; female: 50%; youth 60%); Doukkala-Abda: 50% (male: 50%; female: 50%; youth 60%).

Indicator 3: Number of young adults obtaining employment in the targeted sectors - Oriental: 1,000 (male: 500; female: 500); Doukkala-Abda: 500 (male: 250; female: 250).

START-UP ACTIVITIES

The MEC team has submitted a draft Branding and Marking Plan for USAID review; the draft Performance Management Plan and draft Grants Manual have also been submitted for review and comment. Other contract deliverables – monthly reports and quarterly accruals have been submitted to USAID as scheduled.

As of July, 2010, MEC has engaged three Component leads (Jean Michel Mas – Component 1; Fouad Rachidi – Component 2; and Adberrazak Lakjaa – Component 3), a Monitoring and Evaluation Specialist (Edgar Ariza-Nino – who mobilized from the United States), a Water Resources Specialist (Mustapha El Haiba), a Business Enabling Environment Specialist (Yousra El Hatib) and a Communications Specialist (Fatima Zahra Naimi). Eighteen short-term assignments have been approved to provide support to project start-up and initial technical assessments. MEC has engaged eight support staff and has established its project offices in Rabat-Souissi. Regional offices are being established in Oriental (Oujda) and in Doukkala-Abda (El Jadida). Remaining staffing needs are a Grants Manager and Grant Finance Assistant as well as Regional Coordinators and support staff for the two regional offices.

WORK PLAN DEVELOPMENT

The MEC technical team has met with numerous regional partners and with representatives of key GOM partners in Rabat. The draft work plan has been developed around the specific needs identified by these partners to the extent that these needs align with MEC's mandate, which is to reduce barriers to trade and investment in Morocco, through intense engagement in target regions. The draft work plan has been refined based on initial comments received from USAID and additional information that has been

provided by key partners as the MEC team finalizes the performance and impact targets that are detailed in the draft Performance Management Plan. In July 2010, MEC convened meetings with regional partners to review, discuss and revise or validate the activities proposed in the draft work plan. More than 50 people attended the work shop in Oujda and more than 40 people participated at the event in Safi.

Our strategy to work plan development and to ensuring that implementation activities are integrated across the three technical components of MEC is to adopt an approach that focuses on carefully selected sectors and value chains that meet MEC's overarching objectives. Discussions with MEC's regional partners supplemented by a series of assessments of opportunities in the two regions have enabled us to develop weighted criteria for identifying and evaluating potential sectors. The specific factors, criteria and weighting are still being refined but the preliminary assessments have identified two or three high-potential opportunities in each region. MEC's implementation activities across all three components will target these value chains thereby ensuring a rigorous integration of the efforts and optimal synergy.

Many of MEC's implementation activities in the two regions will be developed as pilot projects or funded through the MEC grant initiative. The purpose of the MEC pilot projects will be to show results of program activities to end-users. These results are intended to be replicated or disseminated by program partners, public or private, to achieve maximum impact. The design and implementation of pilot project will be accomplished in a participatory manner by adopting clearly defined guidelines. Similarly, the MEC grant initiative will be structured in a way that allows for optimal flexibility in terms of eligibility for grants and the technical scope of the activities while never losing focus on MEC's mandate and objectives.

UPCOMING ACTIVITIES

During the third and fourth quarters of FY2010 (April 1st to September 30th) the MEC team will launch the implementation activities for the three technical components. These activities will include: conducting regional surveys on the prevailing business climate in Oriental and Doukkala-Abda regions and launching e-invest in the cities of Oujda, Nador, Safi and El Jadida (under Component 1); an institutional diagnosis and situation analysis regarding the wastewater treatment and reuse regulations, analysis of selected sub-sectors and elaborate actions plans for better water use efficiency and design/selecting of pilot projects to implement in collaboration with regional public institutions and WUA that promote water use optimization (under Component 2); assessing supply-and-demand for skilled workers and supply-and-demand for training and identifying extension and other activities that can be transferred to the private sector (under Component 3). All of these activities are designed to forge close ties across the three technical components of MEC. Few, if any, implementation activities for any single component will be independent of the goals and technical approach to the other components. MEC will also launch its grant initiative during this period, which will further reinforce the linkages across the three technical components.

Finally, MEC will also support broader communications events such as the 2010 Salon International de l'Agriculture au Maroc (SIAM) – an international agricultural fair, which is being held in Meknès from April 28th to May 2nd – and the Salon International des Technologies de l'Eau (SITeau) in Casablanca in June. In August, MEC will support the Ramadan Youth Outreach event for 2010. This is an annual event organized by USAID/Morocco.

MOROCCO ECONOMIC COMPETITIVENESS PROGRAM: 2010 WORK PLAN

BACKGROUND AND VISION

Morocco's political system offers the opportunity of developing and executing a long-term vision, crafted across sector and party lines. Recently, the private sector has joined forces with the government in a formal effort to design and implement market-driven industry development strategies. The past five years have seen the launch of several such strategies, including the *Plan Emergence*, the *Plan Maroc Vert*, and the *Plan de Formation Professionnelle*. The plans are consistent in their approaches and well-known to the public; they benefit in some cases from private financing commitments, and they serve as important guideposts for public institutions at both the national and regional level.

Another key feature of Morocco's political landscape today is the continued push to decentralize government. The country has been decentralizing since 1971, with the 2002 *chartre* considered a major milestone – this granted greater autonomy to municipal governments and assigned them administrative tasks (such as granting construction permits and collecting local taxes).

The choreographer of regional development – as pointed out in one of the King's recent speeches – is the *Wali*. *Walīs* are to be held accountable for coordinating the implementation of national plans in their region. This is no simple task – In Oriental region, for example, there are six national plans with an active institutional presence, including *Plan Maroc Vert* and *Emergence*. There are nine specific donor initiatives...and the royally-supported *Agence de l'Oriental* funds dozens of projects in the region as well. From the regulatory and administrative perspective, it gets even more complicated: there are 16 (soon to be 20) administrative regions, yet the justice system is organized into 11 legal jurisdictions. Taxes are collected in 15 regions and the professional training system operates in 6. The boundaries for these regions are not the same.

To be successful with such a multiplicity of plans, institutions, and borders, it is critical to have a clear vision and to build in synergies across technical disciplines as well as institutions - not always an easy task. This is just what USAID's Morocco Economic Competitiveness (MEC) Program aims to do.

THE MOROCCO COUNTRY ASSISTANCE STRATEGY

The 2010-2015 Morocco Country Assistance Strategy, developed under the leadership of USAID/Morocco, articulates a whole-of-government approach for foreign assistance and is applicable to all United States government (USG) actors working to support Morocco's development. The strategy identifies one central, cross-sectoral challenge facing Morocco today: youth disaffection and marginalization, particularly among males. Other challenges - or in a more positive light, opportunities for progress, include promoting broad-based economic growth, deepening democratic governance, and addressing environmental constraints.

In the area of promoting economic growth, the USG will “focus on improving the business enabling environment, increasing competitiveness in key growth sectors, and increasing economic opportunities

for the poor in high-growth potential sectors. With Morocco becoming increasingly water-stressed, the USG will seek to help Morocco improve the efficiency and sustainability of water use.”

The mandate for USAID’s new Morocco Economic Competitiveness program is to reduce barriers to trade and investment in Morocco, through intense engagement in target regions, which have been defined as Oriental and Doukkala-Abda.

MEC VISION

MEC defines competitiveness as “sustained increases in productivity.” Whether at the national, regional, value chain, or enterprise level, competitiveness depends on the capacity to innovate and upgrade. Taking into account global environmental trends like climate change, degradation, and water scarcity, it is reasonable to assume that tomorrow’s competitiveness will be closely linked to environmental sustainability. This may include: adopting new technologies for more efficient resource use; re-thinking business models to value conservation, and investments in new approaches to industrial design, production and the treatments of waste.

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Past work supported by USAID Morocco has shown that local partners value USAID implementers’ willingness to work within the Moroccan framework – rather than imposing a new one. In the same spirit, DAI promised in its proposal for the MEC Program “we will not invent any new plans or committees.” Rather, work to increase water and agricultural productivity will be conducted as part of the *Plan Maroc Vert*. Work to address regulatory or human resource constraints will be conducted in close coordination with local partners and will use existing institutional channels to surface and address obstacles to trade and investment in the target regions.

Capitalizing on broad national commitment to market openness, business-friendly regulation, and private sector involvement, MEC will tackle three cross-cutting themes:

- Accelerated policy reform;
- Improved implementation capacity of GOM entities; and
- Increased private sector engagement.

MEC will focus on USAID and GOM priorities, shared political will, extensive use of local talent, and national dissemination of new technologies and innovations that support Moroccan-led competitiveness.

RESULTS FRAMEWORK

MEC's three Intermediate Results – which we have identified as project “Components” – have been integrated into a cohesive and sustainable economic growth program that articulates realistic plans for overcoming current constraints and offers concrete actions to achieve results. The MEC approach reflects a 21st century definition of competitiveness, incorporating economic, environmental, and social concerns centered around:

- Priority activities that achieve measurable impact;
- Systemic implementation of key reforms, taking advantage of existing political will;
- Selective institutional strengthening;
- Local leadership and expertise; and
- Scale up of initiatives through pilot efforts to create Moroccan capacity.

Component 1 – Trade and Investment Improved. Despite recent reforms and continued legislation, businesses in Morocco still face high transaction costs, delays, and difficulty attracting foreign investment. MEC will build on the successes of recent USAID and GOM efforts to consolidate reforms, standardize practices across regions, and automate approval processes and interagency information exchange. In priority value chains, MEC will leverage venture capital services that bring together investors and high potential firms to develop opportunities, promote successful export models, and spread business ideas among entrepreneurs.

Component 2 – Water Used Sustainably for Agricultural Growth. Moroccan water resources, already scarce, are declining owing to inefficiencies, waste and changes in environmental conditions. MEC will support Moroccan policymakers and farmers to benefit from regional knowledge and experiences. An ambitious plan to modernize Moroccan agriculture is underway – the *Plan Maroc Vert*. MEC will work hand in hand with public and private stakeholders to demonstrate the benefits of an integrated approach to agricultural development that includes water optimization, export promotion, and workforce development.

Component 3 – Workforce Development Strengthened. Morocco is struggling with jobless growth and persistent youth unemployment. Foreign investors find the labor code to be rigid. MEC will help move the *Dialogue Social* toward consensus, promoting measures that balance employee and employer needs. Simple improvements to the administrative system can make hiring easier, providing incentives to formalize domestic workers and others who are currently counted as unemployed. The Ministry of Employment (MOE) has committed to expand training services of both public and private providers. MEC will support ANAPEC, and private training institutes to upgrade and expand their training offerings. Working with selected agricultural and export-oriented sectors and sub-sectors, MEC will connect master trainers to worldwide experts and trainers, building a sustainable system that will provide access to new training and adult education techniques and information.

A graphic representation of the Results Framework and cross-cutting themes is presented in Annex 1.

The specific impact targets that MEC strives to meet are as follows¹:

Objective: Reduced non-tariff barriers to trade and investment in target regions

¹ These indicators and targets are presented in the MEC Performance Management Plan, which was submitted to USAID/Morocco on April 17th 2010. The PMP has not yet been approved by USAID.

Indicator 1: Value of trade from the MEC target regions - tbd

Indicator 2: Value of investment in the MEC target regions - tbd

Indicator 3: Number of enabling policies supportive of trade and investment – 12 by year 5

Indicator 4: Increase in total production and net value of agriculture products that use water more efficiently in the MEC target regions – increase in production 50% in Oriental and 40% in Doukkala-Abda; increase in net value to farmers 40% in Oriental and 35% in Doukkala-Abda.

Component 1: Trade and investment improved

Indicator 1: Number of regional Business Enabling Environment policies developed – 10 by year 5

Indicator 2: Number of private sector regional partners contributing to reform of the Business Enabling Environment – 10 in Oriental and 10 in Doukkala-Abda

Indicator 3: Number of users of services that disseminate information on markets – 1,000 users

Component 2: Water used sustainably for agricultural growth

Indicator 1: Number of policies and/or regulatory instruments enacted to encourage more efficient use of water resources by farmers and businesses 10 by year 5

Indicator 2: Number of hectares under improved irrigation practices – 25,000 ha in Oriental and 25,000 ha in Doukkala-Abda

Indicator 3: Increase in value of agricultural production from farms in irrigated perimeters in MEC target regions – 20% increase in each region

Component 3: Workforce development strengthened

Indicator 1: Number of newly hired employees in targeted regions - Oriental: 5,000 (male: 2,500; female: 2,500; youth 60%); Doukkala-Abda: 3,000 (male: 1,500; female: 1,500; youth 60%)

Indicator 2: Percentage of graduates trained through formal programs finding work within three months - Oriental: 50% (male: 50%; female: 50%; youth 60%); Doukkala-Abda: 50% (male: 50%; female: 50%; youth 60%)

Indicator 3: Number of young adults obtaining employment in the targeted sectors - Oriental: 1,000 (male: 500; female: 500); Doukkala-Abda: 500 (male: 250; female: 250)

APPROACH TO MEC IMPLEMENTATION

A central theme for implementation of the MEC program is ensuring that the activities conducted through each of the Components is complimentary and supportive of the other components. The technical team will accomplish this integration in a variety of ways: identifying specific initiatives that will benefit from a cross-component, collaborative approach; working with the same key partners; using MEC grants as a vehicle for ensuring close coordination; building a shared communications strategy for MEC and the programs partners; and creating a technically rigorous Project Management Plan that emphasizes shared responsibilities for achieving results.

Each of MEC's three Components has the mandate to address policy reform, build institutional capacity and forge partnerships with the private sector. Moreover, all project activities will emphasize addressing

development challenges in the two target regions where MEC will implement field-based initiatives with partner organizations. In effect, MEC will support and implement pilot programs that are designed to remove constraints to sustainable economic growth in the agricultural sector and broader business enabling environment and workforce development fields. These pilot programs will be test-beds for introducing innovative approaches for better use of scarce water resources, improved market access for agricultural products and for promoting enterprise development that generates good jobs for youth and women. This approach will enable the MEC team to test the effectiveness of potential reforms on a trial basis and, at the same time, create rigorous monitoring systems that will gauge the impact of policy and legislative reforms when they are implemented.

Success can be a strong impetus to continue reforms and to scale-up activities that have tangible impact. MEC will monitor progress using rigorous quantitative methods and geographic information systems (GIS), which allow for adjusting approaches based on hard data. We will engage counterparts in the M&E process so they can learn about planning and monitoring for results. Gender and youth considerations cut across the three Components, aimed at mainstreaming Moroccan citizens now somewhat marginalized in the economic growth arena.

MEETINGS WITH PARTNERS TO DEFINE ACTIVITIES AND TARGETS

During the first four months of MEC program inception, the technical team met with numerous national and regional partners to discuss the scope of the new initiative and explore collaborative opportunities. MEC's strategy is to work closely with local partners in the public and private sectors and, to the fullest extent possible given financial and contractual parameters, to design implementation activities that align with partner needs and expectations. In July 2010, MEC convened meetings with regional partners to review, discuss and revise or validate the activities proposed in the draft 2010 work plan. More than 50 people attended the work shop in Oujda on July 13th and more than 40 people participated at the event in Safi on July 20th.

MEC's monthly reports for the first four months of the project and trip reports for the initial regional visits provide additional details of these discussions with partners.

MEC will convene regular meetings with local partners in the two regions to review annual work plans and progress toward achieving goals and objectives. These meetings will provide opportunities to assess progress and to discuss further opportunities for collaboration. In addition, MEC will convene meetings with local partners in Meknès where the program will deliver support to earlier USAID/Morocco initiatives that promote treatment of wastewater and reuse in the agricultural sector.

We anticipate creating regional working groups made up of representatives of key partner organizations. These working groups will be substantially involved in reviewing MEC work plans and progress reports as well as having a role in the selection and monitoring of regional pilot projects and grant-funded activities. We expect that the committees that will formally review grant applications will include members of the regional working groups.

MEC activities in the two regions build on previous USAID initiatives such as Advancing the Blue Revolution (ABRI) and others. MEC's technical scope and geographical focus will create opportunities to collaborate with other donor-funded initiatives. While such collaboration will enhance impact, MEC will be sensitive to the need for ensuring that specific results can always be attributable to the program. Currently, we are aware of several possible opportunities for collaboration and information sharing. The United Nations (FAO) and Spanish development funds are supporting *gestion déléguée* initiatives in the Doukkala-Abda region. UNDP has recently launched a program that will focus on *produits du terroir*, though the geographical focus is not yet clear. Other USAID programs and USG initiatives such as the MCC compact with the Government of Morocco will also provide opportunities for collaboration in the

two MEC regions – notably in Oriental with MCC and in Doukkala-Abda with, for example, the Coca Cola/USAID Global Development Alliance grant that is being implemented by CARE.

THE FRAMEWORK FOR IDENTIFYING OPPORTUNITIES AND TARGETING ACTIVITIES

The boundaries between the MEC program’s three technical Components are porous and activities are generally designed with the goal of addressing objectives under more than one component at a time. An appropriate conceptual framework for the MEC program is to identify sectors, subsectors or specific crops or products that have the greatest potential to meet the programs trade and investment objectives. MEC’s technical breadth provides the mandate and tools to address the complex challenges across the multiple dimensions within high-potential sub-sectors where relationships reign, and changing the nature of relationships is the key to driving meaningful change.

Investment typically flows up or down value chains, and there may be clear opportunities to strengthen vertical (supplier to buyer, producer to distributor, and farmer to *aggregator*) linkages throughout agricultural sub-sectors in the Oriental and Doukkala-Abda regions. Less obvious but just as important, however, is the need to work horizontally – with institutions such as financial service providers, water allocation authorities, and regional or national lawmaking and administrative bodies.

Vertical linkages are often the most visible, and strengthening them may appear to lead to rapid innovation and progress. Horizontal issues, on the other hand, often require a sustained effort focused on capacity-building. The catch: new investments within a sector will only pay off over time if market signals are predictable and rational (such as the price of water), if laws and regulations are understood and applied consistently, and if leveraging mechanisms such as finance or grouping schemes for small producers are attainable.

MEC will not organize its activities around a typical “value chain approach” – rather, the program will focus its efforts on high-potential sectors, sub-sectors or products that meet MEC’s objectives. MEC will target sectors based on their potential for promoting sustainable growth according to several key criteria. A system for assessing and ranking different sectors, sub-sectors or individual products has been developed and is currently under review. We use six “factors” – scored either 10 or zero – and four criteria, scored on weighted scales, in the ranking process. The six factors are as follows:

1 – The value chain must be referenced in the regional Plan Maroc Vert
2 – There must be potential for improved use of water resources in terms of efficiency and productivity
3 – There must be strong market potential
4 – Local partners must be committed to supporting the sector
5 – The barriers and constraints to improving trade and investment in the sector or value chain must be addressable with MEC’s mandate
6 – Export potential

The four criteria and potential range in weighting² are as follows:

² These weightings are provisional and will be reviewed with USAID and key partners.

7 – The potential for employment of women and youth	1-7
8 – The potential benefits for local people in the region	1-7
9 – The potential for optimizing aggregation	1-5
10 – The potential for making improvements through legal and regulatory reform	1-5

APPROACH TO PILOT PROJECT IMPLEMENTATION

The purpose of the MEC pilot projects will be to show results of program activities to end-users. These results are intended to be replicated or disseminated by program partners, public or private, to achieve maximum impact. The design and implementation of pilot project will be accomplished in a participatory manner by adopting the following guidelines:

Identification: Preliminary field visits will allow MEC staff and/or consultants to identify opportunities for pilot projects that fall within the scope and mandate of MEC’s expected results and outputs.

1st Validation: There will be a two-step validation process. First, the opportunities will be discussed and validated with program partners. The validation will focus on the objectives, the methodology (timing and scale) and the potential beneficiaries of the pilot projects. The second phase of the validation will be with the targeted beneficiaries, to whom the pilot project will be described, explained and discussed. Once MEC has ascertained that there is buy-in and commitment on the part of the beneficiaries, MEC and its institutional partners will move to the detailed design phase.

Design: The pilot project will be conceived in more detail at this stage (objectives, methodology, timeline, expected results and budget) and funding scenarios will be developed.

2nd Validation: This is the crucial step for final validation of each pilot project. Cost-sharing opportunities for the pilot project will be identified and discussed. Each partner will have assigned responsibilities and budget requirements that will have to be met.

Formalizing the partnership: An agreement will be drafted, validated and signed by all parties in order to formalize the partnership only once the pilot project has been identified and the responsibilities of each partner are clearly defined. A technical working group will be constituted to monitor the implementation phase.

Implementation: The technical working group (TWG) that comprises representatives of MEC, institutional partners (within whose prerogative the pilot project falls) and beneficiaries will be responsible for the monitoring and evaluation of the progress of the pilot projects. MEC will call for TWG meetings whenever they are necessary.

Dissemination: An approach for communicating impact and sharing knowledge will be designed by MEC and validated by the partners to disseminate the pilot project’s results and findings. This will be done either through workshops and seminars, newsletters or replication of pilot projects in others areas within or outside the targeted regions.

STRUCTURE OF WORKPLAN

The work plan is organized as follows: first, three “thematic” sections that group activities by technical component (i) trade and investment improved through a better business enabling environment, (ii) increased productivity of water and agriculture in target regions, and (iii) workforce development

strengthened. Next, a project management section addresses cross cutting themes such as communications and outreach, grants management, and monitoring and evaluation.

As mentioned above, borders between the three project components are porous and synergies are meant to be exploited. For illustrative purposes but also as an important conceptual tool, the table below categorizes some key proposed MEC activities as they fall within the business life-cycle of targeted sectors and value chains in target regions. Also important to note are the cross cutting activities related to communication and innovation.

A timeline showing the scheduling of activities and outputs/outcomes and identifying who is primarily responsible for ensuring the timely completion of each activity is provided in Annex 2.

Annex 3 provides estimates of level-of-effort and estimated costs by activity broken down by labor and Other Direct Costs (such as procurement, travel, workshops etc.). It also provides estimates of the anticipated GOM contribution to each of the 2010 activities described in the work plan.

Annex 4 provides information on anticipated procurement during the period covered by the 2010 work plan.

Annex 5 describes proposed activities for the development of a comprehensive communications strategy for MEC.

COMPONENT 1: TRADE AND INVESTMENT IMPROVED

The activities under Component 1 share common goals: to reduce risk and transaction costs and increase access to information so that businesses can produce, process, and export competitively. The section that follows outlines the specific activities that we will undertake in each of the main subject areas.

Daunting and complex institutional frameworks. Moroccan institutions suffer from a lack of coordination between national and local branches and across institutions that share oversight. MEC will improve institutional coordination, communication, and data sharing by building trust and partnerships, and by using business process reengineering strategies and IT tools to improve information sharing, coordinate and oversee activities, and regularize communication.

Little domestic capacity built by past initiatives. International donor programs provide international expertise and training, but training that does not build the capacity of Moroccan institutions has less impact over time. MEC will use targeted international and local expertise to support training through Moroccan institutions in all cases, be they service centers, trade associations, or courts. The “training of trainers” approach that has proven successful in Morocco prepares trainers to reinforce their technical knowledge, become coaches, and communicate what they know through long-term collaboration with experts, beyond the life of the program.

Weak services supporting export promotion to the United States. The Moroccan private sector does not know the U.S. market and is largely unknown to buyers there, and Moroccan associations lack the information or relationships necessary to remedy this situation. With Europe so close, Moroccan firms can be reluctant to invest major capital and human resources in exploring a large, unknown market. Through priority value chains, MEC will leverage venture capital association services that bring together investors and high potential firms to develop worldwide opportunities, promote successful export models across sectors, and propagate business and trading ideas among entrepreneurs. These activities will create a platform to link local investment capital and/or foreign investment with local entrepreneurs.

Corruption. The 2008 USAID-funded Morocco Corruption Assessment found that monopolistic control of resources owing to lack of legislative and judicial independence is dominant in Morocco, engendering administrative corruption at many levels of government and in the courts. Revising and clarifying job descriptions, publishing procedures and requirements online, implementing e-government strategies, encouraging cross-administration and cross-regional coordination, and actively engaging the private sector in public sector reforms are all fundamental MEC activities, and have been identified as long- and short-term strategies for battling corruption.

Gender inequality. Gender inequality in employment remains a significant problem, with productivity and innovation implications for entrepreneurs. MEC will ensure that women are represented in training sessions, study tours, and policy dialogues.

The opportunity to work on the theme of the business climate in two regions will enable MEC to achieve the following:

- The initiation of a mechanism for regional/central dialog focusing on administrative reform;

- Input from regional actors to central actors to contribute feedback on reforms and to undertake and complete them in the field;
- Input from central actors to regional actors to apply reforms and evaluate results;
- Identification of new directions for reform, particularly those that will need to be put in place to accompany the strategy developed in the *Plan Maroc Vert*;
- Testing of relevant pilot programs for reforms put in place at the national level.

Improving the business climate contributes to reducing the barriers to investment and to facilitating business. Essentially, the legal and regulatory context set the rules of the economic game in which Moroccan businesses may evolve. These rules are the same for every business in every region. However, it is clear that there is a vast regional disparity in matters such as: reception to investment, administrative processing, and economic performance.

In choosing to work with two regions, far from central offices, and closer to the field and the economic and institutional stakeholders, the MEC Program, through its Business Climate component aims to contribute to regional economic vitality by improving the economic competitiveness of each target region. The implementation of the *Plan Maroc Vert* (PMV) in each region provides an operational framework for the program, allowing for natural synergies between individual components and the whole of our activities in service of the goals outlined in the plan.

In this initial phase of the program, this translates into two operational objectives:

- **Help these two regions to take advantage of the experience acquired by USAID** through previous programs in other regions for tangible benefits in the short term.
 - **For building permits** we recommend that this work begin in the final quarter of 2010 as it will overlap with the investigative work mentioned below, at the risk of causing confusion among our partners
 - **For the computerized management of investment projects** by the CRI in both regions: USAID has funded the development of a computer application called e-invest, which is being prepared for installation in all of the CRI offices in Morocco by DCAE. We therefore suggest that MEC helps implement this application as quickly as possible in the CRI offices in the two target regions and in their annexes: Nador, Oujda, Safi and El Jadida.
- **Identify areas for improvement to make the two regions more competitive** through regional surveys, taking into account completed projects and work in progress in the target regions. These regional surveys (in addition to studies on sectors) will allow us to specify the obstacles to commercialization (in particular, increasing exports). Therefore, MEC recommends waiting to begin any specific activity on export sectors until the initial regional diagnoses have been completed.

In addition to these two operational objectives, it would seem appropriate to launch certain activities that go beyond the PMV and even the regional scale. An example is work on the Common Business Identifier and the Commercial Register, whose objectives are to facilitate access to the financing of Moroccan PME or the development of capital investment by making information on Moroccan firms reliable and easily accessible.

Even though this is a centrally-controlled activity, the fact that MEC is working in two regions will allow regional actors to be involved in these projects and in particular to implement pilot initiatives relative to these projects in the coming months.

- **For the Common Business Identifier (CBI):** to date the government has still not issued a decree establishing the Common Business Identifier, so we propose not to launch any specific activity on this topic. Once an order has been issued, MEC can contribute technical support to the establishment of the Common Business Identifier in consultation with the Ministry of General and Economic Affairs, through implementation in the two target regions.
- **For the Modernization of the Commercial Registry:** it is certain that the Commercial Registry will be updated in the short term. Therefore we propose, at this stage, to contribute technically to the initial reflection by producing a study titled, “What is a Modern Commercial Registry in 2010?”

In addition to these activities and in response to specific requests from our partners, two particular activities are likely to enrich this plan of action:

- **Collaboration in the development of the Safi pottery sector:** The Wali of Safi asked MEC to provide technical assistance in the development of the pottery sector. Immediately, the program launched a pre-diagnosis of the field reinforced by an analysis of the available literature on the subject. The results of this study will contribute to the elaboration of the specific activities that the program may initiate, in particular through a study of the industry from boosting investment in the pottery sector to the marketing of products, taking into account the legal and regulatory environment specific to the sector (particularly in terms of constraints on exports). This is an opportunity for the components of the MEC program to contribute, in synergy, to the pursuit of tangible goals.
- **Contribution to the design and implementation of a strategy of territorial marketing:** Regional competitiveness can be measured by gauging an area’s attractiveness. Is the region attractive to investors? What are the competitive advantages in comparison to other parts of Morocco? In comparison to other parts of the MENA region?
- In current national and international competition, regional supply is a product. This is why, today, most regions of the world focus on their marketing strategies. That is to say: How can a region both affirm regional identity and enhance regional competitive advantages? What should be sold? To whom? How?
- At the request of local authorities, MEC plans to contribute to this effort by providing technical assistance for:
 - Identification of the existing marketing initiatives in each region (identification and analysis of existing literature, consultation with local stakeholders, etc.)
 - Support for the design/drafting of a state-of-the-art marketing strategy

1.1: KEY POLICIES IN TRADE AND INVESTMENT SUPPORTED

No activities planned for 2010.

1.2: IMPROVED CAPACITY FOR KEY GOVERNMENT OF MOROCCO INSTITUTIONS TO IMPLEMENT REFORMS

1.2.1: LEGAL AND REGULATORY FRAMEWORKS

No activities planned for 2010.

1.2.2: TARGETED SUPPORT FOR GOM POLICY REFORM AGENDA

1.2.2.1 – Conduct regional surveys on the prevailing business climate in the Oriental and Doukkala-Abda regions

Purpose & Approach: In the context of “regional advancement,” regional economic competition will become a key factor in the success of regional development. Thus, it is necessary to measure this competitiveness with three key objectives:

- To gauge and compare regions within a standard manner;
- To identify and initiate improvements;
- To evaluate objectively, year after year, improvements found in the field.
-

Specific steps in the activity will include:

- Collaboratively develop indicators that will be used in the surveys;
- Define the exact parameters of the surveys (time, space, samples, methodology, etc.);
- Conduct the first survey (field survey, results, recommendations);
- Return results to local stakeholders and disseminate the results.

Responsibility: Jean Michel Mas with STTA support.

Key Partners: MI, CGEM.

Outputs/Outcome: 1 – Regional workshops and meetings to develop the scope of the investigation. 2 – Necessary materials for completing surveys. 3 – A report comprising results, analysis, and recommendations. 4 – Feedback meetings for each region. 5 – A website for the dissemination of the results to a wider audience.

Timing: September, 2010.

1.2.2.2 – Help set up e-invest in the two MEC regions

Purpose & Approach: e-invest is an application that allows for the computerized processing of investment projects, generating gains in productivity for administrators and predictability for investors. The application is about to be installed in every region. Implementing e-invest in the two target regions will optimize the processing of investment projects in both regions and will initiate a telecommunications connection between all of the regional institutional actors.

Specific activities will include the following:

- Training in e-invest for CRI users
- Assistance with the implementation of external services

Responsibility: Jean Michel Mas with STTA support.

Key Partners: CRI in Nador, Oujda, Safi, El Jadida

Outputs/Outcome: 1 – e-invest is operational in the two regions; 2 – a report on the evaluation of the use of e-invest in both regions.

Timing: September, 2010

1.3: INCREASED PRIVATE SECTOR PARTICIPATION IN REFORMS

1.3.1: PUBLIC/PRIVATE SECTOR PARTNERSHIPS FOR EXPORT PROMOTION

1.3.1.1 – Explore opportunities for promoting Venture Capital investments in the regions

Purpose & Approach: Venture Capital and Risk Capital represent an important potential source of investment in agriculture and agribusiness in the two MEC regions but there is little history of VC investment in agriculture in Morocco let alone the two regions. MEC will examine Venture Capital opportunities in Morocco to try to identify opportunities for MEC to address through its mandate to improve business climate. This effort will focus on direct equity investing in (SMEs/unlisted firms) and on export issues. MEC will provide an assessment of the overall investment environment in Morocco as it relates to the strengths, weakness, opportunities and threats for potential venture capital investments. Most importantly, the assessment will extend to the specific opportunities and potential challenges for stimulating venture capital investment at the regional level – specifically in Oriental and Doukkala-Abda. The intention is primarily to analyze the structural (regulatory and institutional) framework as much as it is to identify specific investment opportunities.

MEC will mobilize strategic partners to assess the need for regulatory reform in the financial sector as it relates to VC. The MEC team will meet with key players in the financial sector to assess the utility, accessibility and current use of existing investment and financing mechanisms in the agricultural sector. The effort will include meetings with the banks to survey where they see themselves relative to Plan Maroc Vert, and any regulatory issues that may hinder future efforts.

Responsibility: Jean Michel Mas with STTA support.

Key Partners: CRI, CGEM, private sector.

Outputs/Outcome: 1 – a report on the current status of Venture Capital in Morocco and investment opportunities in each region; 2 – proposal for promoting Venture Capital investment in the MEC target regions.

Timing: September, 2010.

1.3.1.2 – Identify high-potential opportunities for export promotion in the two regions

Purpose & Approach: There is no regional development without a marketing strategy in an era of all-out economic competition: between Moroccan regions and between regions around the Mediterranean. Therefore it is essential for each region to reflect on its factors of appeal, on its identity, and the development of its assets. MEC will explore export market opportunities for high-potential agricultural products, processed foods and produits du terroir in the two regions. This work will be undertaken under Component 2 but in close collaboration with Component 1.

One specific activity that will be undertaken through Component 1 is an assessment of the economic competitiveness of key agricultural products based on an analysis of production costs, processing and marketing costs. This will take into account tariffs and other costs that affect the international competitiveness of the specific products. The assessment will focus on the following:

- Detailed analysis of production and marketing costs for key agricultural produce and products in the MEC target regions

- Comparative analysis of key crops and products on international markets

Responsibility: Jean Michel Mas and Edgar Ariza-Nino with STTA support.

Key Partners: EACCE, Maroc Export, CRIs, private sector.

Outputs/Outcome: a detailed economic analysis of the international competitiveness of key agricultural crops and *produits du terroir* from the two MEC regions.

Timing: September, 2010.

COMPONENT 2: WATER USED SUSTAINABLY FOR AGRICULTURAL GROWTH

The activities in MEC's Component 2 are built on a collaborative development approach that identifies common goals to achieve mutual trust between stakeholders for lasting results. To achieve these goals, MEC's approach will be rooted in lessons learned, best management practices, and integrated task teams.

The activities identified under Component 2, water and agriculture, fall squarely within the objectives of USAID/Morocco, the *Plan Maroc Vert* (PMV), the National Water Plan (PNE) and National Plan of Irrigation Water Conservation (PNEEI). These plans and guidelines all strive for improved profitability and more sustainable management of water resources through positive impact on productivity and investment in agriculture and trade.

Component 2 objectives can be attained through better management of water supply and demand tied to better water valorization for maximum productivity and profitability.

Improvements in water supply management will be achieved through:

- Better management and planning of the existing irrigated area and groundwater (development/modernization of information systems, and *contrats nappe*)
- Reuse of treated wastewater in agriculture to relieve pressure on groundwater resources or increase the irrigable area

The water demand management will focus on:

- The conversion to drip irrigation
- Efficient management of demand for water for agriculture
- The adoption of pricing that encourages water conservation (such as pricing based on volumetric use)
- Increased awareness of farmers of the need for water conservation and training of farmers in water-saving techniques

Water efficiency will focus on:

- The adoption of good agricultural practices for efficient water use
- The focus on crops that optimize the value of water used

The adoption of the value chain approach, focusing on the organization of farmers (cooperatives, associations or aggregations), promotion of investment in agriculture and agro-processing are areas of synergy between the different MEC program components.

MEC's IR2 will target the aforementioned areas at three levels—policy, institutional, and private sector involvement and support—to be in phase with the goals of the *Plan Maroc Vert* in conserving an ever-scarcer water supply while promoting growth in the agricultural sector.

Policy Reform: MEC activities will take into account policy guidelines outlined in the PMV, the National Water Plan (PNE) and National Plan of Irrigation Water Conservation (PNEEI). MEC's collaborative approach to water policy development and planning will also involve listening to producers, industries, and government agencies, ensuring they have a say in legislation and policies as they are drafted, and making sure these recommendations are implemented and by the right people or institutions.

Institutional Strengthening and Policy Implementation: With many policies and plans in place through the *Plan Maroc Vert* or the National Water Plan, MEC will deliver workable action plans in wastewater reuse operations and management, promotion of select agricultural produce/livestock value chains, and MIS to manage basin water sources (surface and groundwater) better.

Private Sector Development: Through private sector development, Morocco can improve its water efficiency and increase its agricultural productivity through value chain improvements. MEC will work towards the strengthening smallholder, *agrégateur*, and agro-processing entities to achieve greater water use optimization to generate growth downstream through the value chain.

There follows a detailed listing of activities by task that will be implemented during quarters four of 2010. These activities aim at describing/characterizing baseline situations, designing and/or implementing pilot projects but with a long term objectives of achieving results and goals as stated for each contractual task. The results of the first year activities will be the basis for the development of action plans for the rest of lifetime of the MEC program.

2.1: KEY WATER MANAGEMENT AND AGRICULTURE POLICIES SUPPORTED

No activities planned for 2010.

2.2: IMPROVED CAPACITY FOR KEY GOM INSTITUTIONS TO IMPLEMENT WATER/AGRICULTURAL POLICIES

2.2.1: DEVELOP INSTITUTIONAL AND OPERATIONAL STRUCTURES FOR AGRICULTURAL WASTEWATER REUSE AT THE REGIONAL LEVEL (MEKNÈS AND ORIENTAL)

2.2.1.1 – Finalize and implement treated wastewater reuse in agriculture pilot project

Purpose & Approach: Institutional and operational structures are needed to generate sustainable practices and acceptance to increase the use of treated wastewater for agriculture in Morocco. In Meknès, the efforts of the ABRI project has led to the creation of a coordinating committee that worked closely with the group of experts involved in the feasibility study on the wastewater reuse in agriculture. MEC will explore ways to transform this coordinating committee to an institutional operational structure that will oversee the reuse of treated wastewater in agriculture. The committees will be also consulted in the design of tertiary treatment that needs to be put in place for improving the quality of the treated water and broaden its use for variety of crops. Among ABRI deliverables is the design of a pilot project to valorize the treated wastewater downstream of the WWTP. MEC will adjust, finalize and implement the pilot project proposed under ABRI study. The quality of the treated wastewater flowing out of the WWTP and the type of crop that can be irrigated, without negative impact on the health of the consumers, will be taken into account.

Responsibility: F. Rachidi with STTA support.

Key Partners: Wilaya, CU, RADEE, DRA/DPA, ONEP.

Outcome: A wastewater treatment and reuse pilot project designed and implemented.

Timing: September, 2010.

2.2.1.2- Initiate a pilot project for treated waste water reuse in agriculture in Safi area

Purpose Approach: MEC will organize a workshop in Safi with local partners to present the ongoing demonstration project in Meknès, designed to valorize treated waste-water in agriculture. The project's studies were launched in 2009 by USAID/ABRI and a preliminary design of the project has been achieved with participation of local partners. MEC is currently working on launching the implementation phase of the project. MEC will discuss with local partners the opportunities to launch similar project in the Safi area. The MEC team will gather and analyze existing data on current and projected waste-water collection and treatment facilities, along with conducting a preliminary survey to explore future possibilities for treated waste-water reuse.

Responsibility: F. Rachidi with STTA support.

Key Partners: Wilaya, RADES, DRA/DPA, ABH Oum Er Rbia,

Outcome: A pilot project for treated wastewater reuse is identified and initiated.

2.2.2: SUPPORT IMPLEMENTATION OF THE MAROC VERT REGIONAL AGRICULTURAL PLANS (RAPS)

2.2.2.1 – Assist the Regional Agricultural Chambers implement the new reforms related to their new assignments

Purpose & Approach: USAID recently funded a study supporting the implementation of the new law on the role of the regional agricultural chambers (*Chambres d'Agriculture*). The reform program aims to consolidate the role of these chambers and improve commitment to serve their members with specific action plans with well-defined objectives based on long term vision and strategies. The study defined specific needs (hardware, software, human resources).

The results of the study were validated with regional agricultural chambers in Settat and Agadir. The Ministry of Agriculture is providing a substantial amount of money to help launch the new mission of these chambers (covering operating costs, project implementation activities and so on). The Ministry is also supporting the purchase of equipment and software. The chambers still need to recruit personnel to implement the reform. However, a capacity building program needs to be designed and implemented to help the *chambers'* staff members become acquainted with the new equipment, software and procedures that are recommended by the study.

The objective of this activity is to validate the results of the study funded by the USAID with the two agricultural regional chambers in Oriental and Doukkala-Abda and start capacity building programs to implement the new reforms.

Responsibility: F. Rachidi with STTA support.

Key Partners: DRA, Regional Agricultural Chambers, farmers' associations.

Outcome: Regional Agricultural Chambers are aware of their new roles and start implementing the new reforms.

Timing: September, 2010.

2.2.3: DEVELOP INFORMATION MANAGEMENT TOOLS FOR RIVER BASIN AGENCIES AND ORMVAS

2.2.3.1 – Data harmonization in Moulouya

Purpose & Approach: Morocco is a water scarce country with often debilitating water shortage due to reduced precipitation, precipitation variability and droughts.

Water planners, faced with demands on these scarce supplies, need tools to support optimization and allocation among competing water users.

The multitude of partners dealing with the problematic of water in a river basin scale makes the design of a holistic IMS, which respond to each partner specificities, very difficult. A first phase will be the identification of the type of measurements and variables monitored by each partner. This information will be compiled, presented and discussed among partner in a workshop. The workshop should also stress the need for data harmonization that will take into account the specificity of each partner. These specificities and harmonization will be very helpful in the design of IMS for data collection and sharing among all partners on a river basin basis.

Responsibility: F. Rachidi with STTA support.

Key Partners: ABH, ORMVA, RADEEM, ONEP.

Output: Report on data harmonization.

Timing: September, 2010.

2.2.3.2 – Develop and design an IMS for ABH and ORMVA in both target regions

Purpose & Approach: Faced with a backdrop of water scarcity, planners urgently need tools to support optimization of water use in agriculture in the context of overall sustainable water resources planning and management. Among other things, this requires access to accurate, up-to-date, and complete information about water resources and agriculture at the basin, aquifer and field level.

River Basin Agencies (ABHs) throughout Morocco are the principal repositories of comprehensive data about the state of water resources. This information is accessed by a series of government agencies and other stakeholders to inform decision-makers about water allocation and management. ORMVAs are also in the need of information system to program and manage their water allocation among irrigated perimeters and farmers.

Water planning remains a barrier to managing Morocco's scarce water resources more effectively. Providing the MIS tools and training allows for accurate measuring of water availability and extraction based on basin hydrology.

MEC will design and develop, for ABH and ORMVA, an IMS that will guarantee a more rational use of means and resources for better decision regarding more efficient water allocation in the river basin. MEC will develop the IMS, validate it with regional partners and discuss cost sharing possibilities with both Moroccan partners and other funding agencies for maximum leveraging funds.

Responsibility: F. Rachidi with STTA support.

Key Partners: ABH, ORMVA, RADEEM, ONEP.

Outcome: The IMS design for ABHs and ORMVAs is completed and the procurement process is underway.

Timing: September, 2010.

2.2.4: SUPPORT THE IMPLEMENTATION OF A MANAGEMENT CONTRACT (*GESTION DÉLÉGUÉE*) FOR ONE IRRIGATED PERIMETER (DOUKKALA REGION ONLY)

No activities planned for 2010.

2.3: INCREASED PRIVATE SECTOR PARTICIPATION

2.3.1: STRENGTHEN SMALLHOLDER ORGANIZATION, MANAGEMENT, AND GOVERNANCE TO PROMOTE WATER USE OPTIMIZATION

2.3.1.1 – Design/select pilot projects to implement in collaboration with regional public institutions and WUA

Purpose & Approach: Pilot projects that promote water use optimization (such as drip irrigation, best production practices, introduction of high value crops, demonstration tariffs study) will be supported by MEC. Widespread adoption of technologies and practices to optimize water use in agriculture is still not occurring especially among smallholders. Among the major problems identified by the Ministry of Agriculture and others is the chronically poor level of organization of smallholder farmers around issues of water resources management, including collective investment and management of drip irrigation systems.

One of the main goals of MEC is to promote water saving technology and better valorization of water. There are some experiences on the ground implemented by the ORMVAs in partnership with some international donors. MEC will evaluate these experiences and draw the necessary lessons that will be used in the design of pilot projects combining water use efficiency and profitability for farmers. This activity will start with the identification, in collaboration with the regional partners, of potential WUAs that are truly and actively working in phase with their members' needs and orientations. MEC will also design and start implementation of training and support program for selected WUA to sustain their activities.

Responsibility: F. Rachidi with STTA support.

Key Partners: ORMVAs, DPAs, WUAs.

Outcome: Pilot project designs for water users associations to promote water optimization are completed and implemented.

Timing: September, 2010

2.3.2: PROMOTE OPTIMIZATION OF WATER USE IN AGRO-PROCESSING

2.3.2.1 – Conduct a diagnostic of selected agro-processing units to assess their use of water

Purpose & Approach: In order to optimize water use, MEC will develop best practices on the use of water in agro-processing. Because water is a scarce resource, it has to be used more efficiently not only in growing the produce but also further along the value chain. Agro-processing units, which add value to agricultural products, use water as input in the processing and for cleaning of the units. There are international benchmarks related to the quantity of water used by unit of each product processed. Dairy plants in Morocco use up to 5 liters of water for each liter of milk produced while in Europe it is 1 to 2 liters of water per liter of milk. The same trend is found in meat production in abattoirs (10 litres of water for each kilogram of carcass in Europe compared to more than 20 l/kg in Morocco). A preliminary

survey done by MEC consultants showed that there is room for improving the use of water in agro-processing units in both target regions. Two potential candidates for the next 6 months would be dairy plants and abattoirs. MEC will audit these selected agro-processing units to ascertain their use of water and compare the results with international benchmarks. For each audited unit, MEC will propose best practices to be implemented to improve the optimization of water use in their process. Action Plans will be developed and validated with each processing units.

Responsibility: F. Rachidi with STTA support.

Key Partners: ORMVAs, DCI, Professional Associations, Agro-processors.

Output: An action plan for water optimization within agro-processing units.

Timing: September, 2010.

2.3.3: OPTIMIZE SMALLHOLDER WATER USE THROUGH DEVELOPMENT OF HIGH VALUE “LOCAL PRODUCT” VALUE CHAINS (*PRODUITS DU TERROIR*)

2.3.3.1 – Analyze market opportunities for selected produits du terroir

Purpose & Approach: Several *produits du terroir* are known to generate higher incomes for Moroccan farmers than cultivated crops. Typically, smallholders growing traditional crops and the rural population in general, benefit the most from these products. As part of Pillar II of PMV, the Ministry of Agriculture intends to promote these products to generate income for rural people. MEC will support this effort by analyzing selected *produits du terroir* value chains and will elaborate road maps for improving the production and marketing of these products with an eye on rational water use and optimizing productivity. A preliminary survey by MEC has identified several *produits du terroir* as they were proposed in the *Plan Maroc Vert* (truffle, loquat, AMP in the Oriental region and Doukkali grape, capers and cumin in the Doukkala area, as potential candidates. Market opportunities for each of these crops will be evaluated and recommendation will be proposed for better access to markets.

Responsibility: F. Rachidi with STTA support.

Key Partners: DRAs, ORMVAs, DPAs, farmers’ associations.

Output: An analysis of *produits du terroir* value chains and detailed plans to promote those with the greatest potential.

Timing: September, 2010.

COMPONENT 3: WORKFORCE DEVELOPMENT STRENGTHENED

Bearing in mind the lack of skills among youth and the difficulties that employers encounter when trying to find suitable candidates for recruitment, the third component of the MEC program will address three principal themes:

- Supporting reforms to ensure that youth have better access to employment;
- Institutional support for better management of training opportunities and private sector demands;
- Reinforcing “public-private” partners for better development of professional capacities.

The MEC Program will support relevant actors by reinforcing professional capacities, and by targeting competence deficits, particularly among youth, to increase their employability. This will allow youth to acquire specific skills related to certain jobs and general skills that will enhance their professional mobility. Opportunities for youth employment must be identified and supported to help boost the employability of youth and to ensure the development of the workforce already employed by the private sector. Mechanisms will be developed to identify gaps in professional skills and procedures for their management. The development of these skills will ultimately improve the employability of youth.

To ensure that MEC’s impact is sustained, it will be necessary to build synergy across the three program components through collaborative efforts on initiatives in the Oriental and Doukkala-Abda regions. The following examples demonstrate several complementarities that Component 3 has with the other two MEC components:

- Training on ways to promote export in the pottery industry is an example of developing synergies and complementarities with Component 1. The training sessions could address the marketing aspects, the regulations governing the pottery export, and so on.
- Given that a value chain approach is being adopted by MEC as a way to implement its activities, the training of actors at different point along the value chain will help address the weak links in the chain. For example, in the agro-processing sector, when training sessions on quality and certification of export products are carried out, this creates a direct link with Component 1. In the other hand, training on the efficient use of inputs when processing a given export product, including use of water, demonstrates the direct link with Component 2.
- Training activities on cross-cutting themes (not directly related to a specific value chain) provide other examples of complementarities with the two other components. For example, if the goal is to improve WUA efficiency, the training sessions could address several themes such as the regulation governing WUAs, the effectiveness of WUAs, the respective roles and responsibilities of the representative office of the WUAs, the basin management community, the financial management of the WUAs, and so on. All these training modules are directly linked either to activities under Component 1 and Component 2 of the MEC program.

3.1: KEY POLICIES IN WORKFORCE DEVELOPMENT IMPROVED

3.1.1: POLICY OPTIONS TO EASE LABOR CODE RIGIDITY AND ENCOURAGE EMPLOYMENT

3.1.1.1 – Assess supply-and-demand for skilled workers, supply and-demand for training, and mechanisms for linking the two

Purpose & Approach: The main objectives of this activity are as follows:

1. To assess the current availability of trained workers relative to the demand;
2. To assess the demand for job opportunities by youth job seekers;
3. To evaluate the qualitative and quantitative gaps by confronting: the recruitment needs of the private sector; (ii) the availability of training; and (iii) the total number of the job seekers in the pottery sector of Doukkala-Abda region and in agro-processing sector of the Oriental region.

Based on initial assessments, it is believed that these two sectors hold considerable potential for the MEC program and its partners.

The data related to training supply will be gathered from public and private training providers in the two selected sectors. To assess the demand for job opportunities among youth, the ANAPEC database will be used. The demand for skilled workers by employers will be assessed using questionnaires and interviews. Finally, the evaluation of the qualitative and quantitative gaps will be addressed by analyzing the following: (i) the recruitment needs of the private sector; (ii) the availability of appropriate training and supply of trained workers; and (iii) the total number of the employment seekers in both sectors in the Doukkala-Abda and Oriental regions.

Responsibility: Abderrazak Lakjaa with STTA support.

Key Partners: DFRD/MAPM, MEFP, OFPPT, DRA (Oriental and Doukkala-Abda), ORMVAD, ORMVAM, ANAPEC, professional organizations (professional associations, employers, business owners).

Timing: June, 2010.

Outputs: 1 – A preliminary outline and a methodological note for the study. 2 – A synthesis report of the study including recommendations.

3.2: IMPROVED CAPACITY FOR KEY GOM INSTITUTIONS TO IMPLEMENT WORKFORCE DEVELOPMENT

3.2.1: ASSISTANCE TO OFPPT AND OTHER TRAINING INSTITUTIONS

3.2.1.1 – Design and implement an action plan setting out the priority activities for the pottery industry in the region of Doukkala-Abda (Safi)

Purpose & Approach: The main purpose for this activity is to transform the recommendations made in the assessment report on the pottery sector in the region of Doukkala-Abda (Safi) into an action plan that reflects the priorities of each stakeholder involved in the initial diagnosis. These include members of the organized, professional pottery sector, institutional partners at the national and regional level (Directorate of Employment, Delegation for Crafts, ANAPEC Safi, Chamber of Crafts and the Professional Training Institute for Ceramics – Safi). The priority activities selected will be validated by a broad group of stakeholders comprising the various actors involved in the pottery industry and with USAID. The action plan will specify the responsibilities of each stakeholder and those of MEC program. A calendar for implementation will be established.

The approach will be based primarily on conducting individual interviews and group discussions that will make use of technical tools and methods of rapid participatory research such as semi-structured interviews, matrix classifications, problem trees and solutions, and so on. The outcome will focus on three priority needs of the sector: 1 – how to collaborate and coordinate production systems effectively; 2 – how to improve design, production and marketing systems so that they are better aligned with market demand and commercial reality; and 3 – how to gain access to capital for making the necessary improvements in the production and marketing systems.

Responsibility: Abderrazak Lakjaa with STTA support.

Key Partners: Directorate of Employment/MEFP, ANAPEC-Safi, Delegation for Crafts, Chamber of Crafts, professional organizations, business owners, Professional Training Institute for Ceramics – Safi.

Timing: August, 2010.

Outputs: A time-bound action plan detailing priority activities based on recommendations of the pottery industry assessment in the region of Doukkala-Abda (Safi). This action plan will identify the roles and responsibilities of all partners and clarify the role of MEC.

3.2.1.2 – Design and implement an action plan setting out the priority activities based on recommendations of the agro-processing assessment in the region of Oriental

Purpose & Approach: As in the case of the pottery industry, the main objective of this activity is to translate the recommendations in the assessment report on agro-processing in the Oriental region into an action plan that takes into account the priorities of each of the stakeholders that have been very involved in the initial diagnosis. These will include agro-processing enterprises practicing individually or in an organized framework, and institutional partners at both the national and regional levels (Directorate of Employment, ANAPEC, ORMVAM, ITSASZ, Chamber of Commerce and Industry, Chamber of Agriculture, University of Oujda). The priority activities selected will be validated with a broad group of stakeholders comprising the various key partners involved in the agro-processing sector and with USAID. The action plan will specify the responsibilities of each stakeholder and those of the MEC program. The selected activities will be scheduled for implementation in consultation with key actors.

The approach will be based primarily on conducting individual interviews and group discussions that will make use of technical tools and methods of rapid participatory research such as semi-structured interviews, matrix classifications, problem trees and solutions, and so on. The outcome will be a clear road-map that identified the needs of key employers and investors in the sector in the Oriental region. This road-map will be used by MEC and partner organizations for delivering vocational training that meets the needs of employers and provides youth in the region with jobs that are well paid and offer career development opportunities.

Responsibility: Abderrazak Lakjaa with STTA support.

Key Partners: Directorate of Employment/MEFP, ANAPEC, ORMVAM, ITSASZ, Chamber of Commerce and Industry, Chamber of Agriculture, CRI, Agro-processing business owners, Oujda University.

Timing: August, 2010.

Outputs: A time-bound action plan describing the priority activities based on recommendations of the agro-processing assessment in the region of Oriental. This action plan will identify the roles and responsibilities of all partners and clarify the role of MEC.

PROJECT MANAGEMENT

PM 1: COMMUNICATIONS

PM 1.1: COMMUNICATIONS AND OUTREACH

The integrated nature of the MEC Program presents an opportunity to define Program communication in an innovative way. Closely linking the concept of competitiveness to environmental conservation, transparency and innovation, the Program must be more proactive and strategic in its communications about its activities and outcomes in order to foster behavioral change. To that end, Program communications, in addition to complying with USAID branding policy, will pursue the following objectives:

- **Generate a common understanding of Program activities.** Many activities are highly technical and can be hard to understand by non-experts – i.e. complex administrative procedures, agricultural and water management issues. Communication can play a role in simplifying Program key messages to targeted publics (beneficiaries, partners) using innovative tools and diverse media (radio, podcasts, etc.).
- **Deepen Program impact.** The communication team will identify opportunities for developing strategic communication interventions in support of key technical activities to increase Program appropriation by partners and beneficiaries.
- **Support Program outreach to key beneficiaries.** One of MEC Program particularities is the variety of partners and beneficiaries it is dealing with, from farmer groups to Ministries. These actors have different ways to be approached, different communication channels, and different objectives. In order to adapt to these particularities, involve these actors in the project, voice their needs, and respond to their constraints, the Program will design outreach interventions to mobilize them and build lasting relationships.
- **Monitor partners and key organization communication.** The communication team will make sure that partners' and other stakeholders' communication is streamlined with the Program and will provide technical support as needed.

During the start-up phase, MEC will develop a Branding and Marking Plan; design an effective communication strategy and corresponding communication tools, and design communication events in support of technical activities.

PM 1.1.1 – Develop a Branding and Marking Plan

Purpose and Approach: The Program will develop a Branding and Marking plan and will include the following components:

- *The Branding Plan* will describe how the Program will promote itself to beneficiaries, partners and the Moroccan public. It will outline the events (press conferences, site visits, etc.) and materials (publications, success stories, etc.) the Program will organize and assist USAID in delivering the message that the assistance is from the American people. The document will outline key milestones/opportunities and how they will be used to generate awareness (including project launch, announcement of research findings, publishing reports/studies spotlighting trends, highlighting success stories, featuring beneficiaries as spokespeople, securing endorsements from ministries or local organizations, and communicating Program impact/overall results). Lastly, the document will explain branding and marking of work done by the project grantees and sub-contractors.

- *The Marking Plan* will detail the specific public communications, commodities, Program materials and other items that will visibly bear the USAID Identity. It will explain how and where the USAID identity will be placed, and specifies which language identity (English/French/Arabic) will be used, detail marking budget (included in total cost estimate), and include sample designs to show how various items will be marked.

Responsibility: MEC Communications Manager.

Key Partners: tbd.

Output: A Branding and Marking Plan for MEC.

Timing: April, 2010³.

PM 1.1.2 – Develop a MEC communications strategy

Purpose & Approach: Using a participatory approach, the Program will design its communication strategy taking into account the communication approach developed by the MEC Program, emphasizing the use of communication as a support to technical activities by making technical work accessible to common understanding, helping technical staff in outreaching their beneficiaries, increase Program impact by developing strategic communication interventions in support of specific technical activities. This approach will facilitate the exchange of perspective among the various stakeholders, including grassroots perceptions in the planning of Program activities.

The communication strategy will focus on defining the following elements:

- Strategic objectives of the Program;
- Communication goals and key messages;
- Target group(s);
- Key players and stakeholders;
- Necessary tools to be developed.

Annex 5 outlines the broad areas that will be covered by the strategy and describes some of the key messages, audiences and anticipated communications tools that will be developed as part of the MEC strategy.

Responsibility: MEC Communications Manager.

Key Partners: GOM agencies and regional representatives, private sector partners in the regions.

Output: A communications strategy for the MEC program. Indicators for success will be the involvement and feedback from partners during the communication strategy design process, the number of participants in preliminary strategic meetings, and the media coverage of Program events following the completion of the communication strategy.

Timing: A full technical and operational communication strategy will be developed by August, 2010.

PM 1.1.3 – Assess key partners' communication capacity and needs

Purpose & Approach: MEC will assess key partners' and beneficiaries' capacity to communicate their objectives and information about their activities to stakeholders and clients. MEC will recommend ways

³ The draft Branding and Marking Plan was submitted to USAID for review on March 25th 2010.

to support these initiatives, monitor their progress and make sure the partners' communications strategies and programs are on track.

Responsibility: MEC Communications Manager.

Key Partners: GOM agencies and regional representatives, private sector partners in the regions.

Output: An assessment of partners' communication needs and ability (key findings). The follow-up and monitoring of partners' communication activities will be done on an ongoing basis throughout the next two quarters. Indicators of success will include the involvement of partners in key MEC communication activities.

Timing: Initial assessment completed August, 2010.

PM 1.1.4 – Develop MEC communications tools

Purpose & Approach: MEC will focus on developing a public website, and basic communications tools (project briefs, templates for PowerPoint, etc.). The website will have a key role not only in updating partners and beneficiaries on Program activities, but also engaging partners in activities through the design of participative tools. During the following two quarters, the Program will assess its needs related to the website and will design ICT tools accordingly (blog, web interface to generate debates with partners, etc.).

Responsibility: MEC Communications Manager.

Key Partners: GOM agencies and regional representatives, private sector partners in the regions.

Outputs: 1 – a program website up and running with basic initial content. 2 – participatory tools designed. 3 – a set of templates for MEC's public communication (ppt, project brief, etc.)

Timing: These tools will be designed and produced by May, 2010.

PM 1.1.5 – Participation in communications events

Purpose & Approach: MEC will participate in the following communication events over the next six months:

- *International Agricultural Fair of Meknès (SIAM):* with its focus on sustainable development, SIAM 2010 is especially pertinent to the MEC Program. MEC will help organize the US Government presence at this event. SIAM 2010 will be of great importance as it will give MEC with an opportunity not only to inform potential beneficiaries of the technical assistance provided but also to interact with targeted public in order to gather key strategic information on trade and investment as well as agriculture and water related issues.
- *"Business Climate Tour":* MEC Component 1 will conduct annual regional studies to assess the business climate environment in specific regions. The communication team will support this by developing a communication plan for the different phases – launch, implementation and monitoring – in order to attract interest from key stakeholders at the regional and national level.

Responsibility: MEC Communications Manager.

Key Partners: USG agencies in Morocco, GOM agencies and regional representatives, private sector partners in the regions.

Outputs/Outcome: A MEC booth at the SIAM that will increase awareness of USAID's programs in Morocco and the specific objectives and targets of the MEC initiative. Communication tools for the business surveys.

Timing: SIAM: April 2010. Business surveys: September, 2010.

PM 1.2: GENDER PLAN

PM 1.2.1 – Develop MEC gender plan and provide training to MEC staff and partners

Purpose & Approach: MEC is a high-profile development project that has an opportunity to lead by example when it comes to ensuring internal policies are gender sensitive and that they are applied rigorously. Moreover, when working with partner organizations whether they are GOM agencies, members of the private sector or local NGOs and farmer's associations in the target regions, MEC has a responsibility to ensure that beneficiaries are treated equally regardless of gender, age, ethnicity or disabilities. MEC will develop tools for beneficiary analysis that will enable the project to target assistance in an equitable manner and to gauge performance and impact in a disaggregated manner.

Responsibility: MEC Communications Manager with STTA

Key Partners: GOM agencies and regional representatives, private sector partners in the regions.

Outputs: a formal gender policy for MEC and a training curriculum for MEC staff and partner organizations

Timing: September, 2010.

PM 1.3: PUBLICATIONS

PM 1.3.1 – Develop a publications production and management system

Purpose & Approach: MEC will develop effective mechanisms to handle the anticipated large amount of public documents, publications and other deliverables that will be produced by the Program in this first year of operations. This includes assessing Program needs for translation and editing services and setting up mechanisms to ensure the timely delivery of these services.

Responsibility: MEC Communications Manager.

Key Partners: tbd.

Output: a successful mechanism in place for documents and publications review, including the identification of translation and edition services and the dispatching of responsibilities within the communication team.

Timing: Setting-up this mechanism will be a work in progress and by the end of June 2010.

PM 2 – MONITORING AND EVALUATION

MEC will compile and track performance monitoring information, including Foreign Assistance Framework common indicators as well as custom indicators. The system will also report qualitative information, such as anecdotal experiences submitted by local partners, which can be published as success stories to complement the more quantitative impact monitoring.

A performance-based approach to MEC is essential to the success of the initiative. To measure and evaluate the performance of MEC and its partners we will rely on a rigorous monitoring system. This system will allow the MEC team to build on winning initiatives and take corrective action when results are less successful than anticipated. An adaptive management strategy will facilitate replication of successes and, thereby, expedite achieving the desired results of the MEC initiative.

An efficient monitoring system must be built around good indicators, cost-effective data collection, rigorous analysis, and efficient reporting procedures. The criteria for selection of good indicators include

that they are pertinent and unequivocal; that they are objective and assist in decision making; and that they are readily understandable. Moreover, they should be based on parameters that are quantifiable, and readily measured at a reasonable cost. In most instances, the careful selection of a few pertinent indicators that are easily measured is preferable to having numerous indicators that require complex procedures for data acquisition. Such an approach also fulfills the requirements of USAID/Washington.

We are committed to providing monitoring information to USAID and to MEC partners that meets the requirements and guidelines outlined in USAID's ADS 200 - particularly ADS 203. In attempting to gauge the impact of MEC, attribution becomes a complex issue. Numerous organizations including the national and regional authorities, NGOs and donors are active in the same regions, provinces and even the same communities where MEC and its partners will undertake development activities. Wherever possible we will identify indicators that will address this issue by focusing on impact that is specific to MEC activities.

The performance and impact monitoring reports will strive to be both candid and transparent. Wherever appropriate issues of data quality will be discussed and any instances of under-performance relative to our established targets will be accounted for and explained.⁴

PM 2.1: MEC PERFORMANCE MANAGEMENT PLAN

PM 2.1.1 – Develop the MEC PMP

Purpose & Approach: There are typically four or five categories of information that are integral to a rigorous Performance Management Plan:

- Succinct indicators for monitoring whether critical assumptions are being met.
- Performance indicators that are essential for gauging progress in completing proposed project activities.
- Impact indicators that are essential for measuring success in meeting sustainable development objectives.
- Indicators for monitoring performance of any grants initiatives.
- Indicators of customer and stakeholder satisfaction with the services delivered by a project and their impact.

Monitoring Critical Assumptions: The attainment of project goals is usually conditional upon certain external factors remaining unchanged or any expected changes occurring as anticipated. These are regarded as assumptions critical to the timely and successful accomplishment of project goals. They must be monitored in order to ascertain whether any failure to achieve project objectives is the result of internal, manageable factors or uncontrollable, external forces. Critical assumptions that relate to political, legislative and financial support for sustainable development are typically most appropriate. While these are often largely qualitative indicators, they provide an overall framework for gauging responsiveness to any sustainable development agenda.

Project-Specific Performance and Impact Monitoring: For each project objective and its respective activities, it is appropriate to identify indicators and targets. This allows periodic assessments of performance toward achieving project objectives – an essential aspect of any adaptive management strategy. A Performance

Management Plan should be founded on the principle that we cannot simply assume that achieving performance targets (outputs) will automatically result in meeting the broader objectives and achieving the impact (outcomes) we anticipate and also that our customers and partners will be happy with the results.

Monitoring Customer Satisfaction: Indicators that gauge the level of customer or stakeholder satisfaction with the services that a project delivers are especially pertinent. Such monitoring attempts to gauge whether a program or project will lead to increased support and collaboration as well as promoting shared “ownership” of development goals.

Responsibility: Edgar Ariza-Nino.

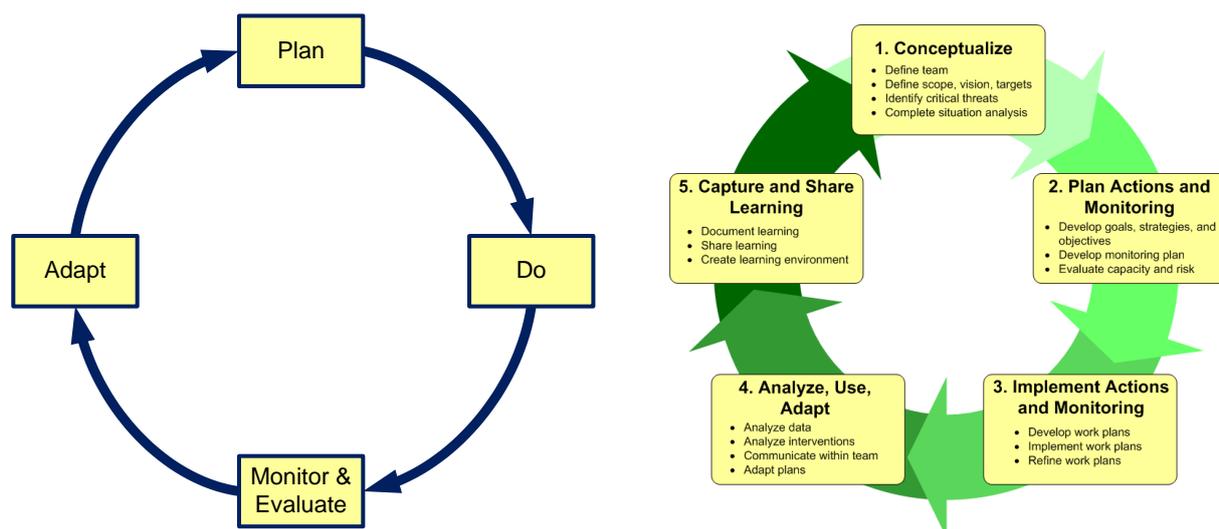
Key Partners: GOM agencies and regional representatives, private sector partners in the regions.

Output: The MEC PMP.

Timing: April, 20105.

PM 2.2: ADAPTIVE MANAGEMENT STRATEGY

Adaptive Management is a concept that is founded on the integration of project or program planning, management, and monitoring that provides a framework for: testing assumptions, continuous learning and adapting activities and actions based on information coming from project monitoring. Adaptive management requires program managers to take into consideration and adapt activities to changes in local context, new discoveries about drivers and development challenges, incorrect or new assumptions and hypotheses, and lessons learned through implementation successes and failures. The diagram below provides a simple, graphic representation of an adaptive program management cycle. The steps in these cycles are not meant to be linear, rather they are iterative, meaning throughout the implementation of a program (the ‘doing’) managers should be monitoring, evaluating, adapting and planning.



A key question facing all development practitioners is: “Are our actions effective in achieving our sustainable development goals?” It is imperative to answer this question in order to be able to adapt and change our actions over time, to learn about which actions work and do not work, and to convince our partners that sustainable development is a worthy investment.

– 5 The draft MEC PMP was submitted to USAID for review on April 17th 2010.

For MEC, the emphasis will be on implementing rigorous monitoring of pilot projects, grant activities and other initiatives. The monitoring of these initiatives will go beyond the tracking of performance and impact using the standardized indicators that make up the MEC PMP. Rather, the adaptive management strategy will focus specifically on individual activities that are supported by MEC. While neither pilot projects nor specific grant activities have been designed or awarded at this time, we can anticipate several themes that are fundamental to MEC's objectives. During the third and fourth quarters of 2010, MEC will design and test several monitoring systems for these key themes.

The following MEC activities will test the underlying assumptions of specific MEC component activities and provide tangible evidence of the benefits of improve resource management by MEC partners and beneficiaries.

PM 2.2.1 – Explore new approaches to irrigation-water pricing in Doukkala

Purpose & Approach: MEC will demonstrate that farmers respond to positive economic incentives to become more efficient in their use of irrigation water. The following scenario is illustrative but is a plausible approach: MEC awards a grant to one of several mid-size Water Users Associations. ORMVA and MEC commit to delivering to the Association at least 11,000 cubic meters per hectare of irrigated land within the perimeter of the association. MEC covers the cost of establishing basic water flow measuring facilities, a water storage basin with pump, and the cost of monitoring water use. In addition the grant will include payment of a given amount of money to the Association in July 2011, contingent on member collectively saving at least 2000 cubic meters per hectare in the irrigated perimeter of the association. The association will maintain an open record of water used by each member farm. The lump-sum will be distributed to members in proportion to the volume of water saved by each farm. The total value of the payment is calculated at the rate of 5 cents per cubic meter saved, from the 11,000 cm/ha.

Responsibility: Edgar Ariza-Nino in collaboration with MEC Component Managers.

Key Partners: ORVMAD and others tbd.

Outcomes:

- Irrigation water savings over 20 percent from normal use, or at least 2,000 cubic meters per hectare;
- Increased value of agricultural production per cubic meter of water; and
- Demonstrable evidence that farmers reduced irrigation water use in response to positive water pricing.

Monitoring the following records:

- monthly water delivered by ORMVA to the Association;
- water distribution among members of the association;
- areas planted with different crops within the perimeters of the association; and
- yields of each crop cultivated, and estimated value of the crops;

Compare those results with the performance of the previous season, or with performance of neighboring farmers outside the Program.

Separate grants can be made to other association in the Doukkala region. If successful, the experience can be replicated in the Oriental region.

Timing: The scenario will require a complete agricultural year to be completed but the activity will be launched by September, 2010.

PM 2.2.2 – Implement new approaches to disseminating market prices of agricultural products in Morocco

Purpose & Approach: MEC will help farmers, agribusiness enterprises, and public officials make better decisions by providing current price information for the main agricultural products at the wholesale markets in the principal cities in the country. MEC will arrange for twice-weekly collection of wholesale market prices at selected cities in the country for fruits and vegetables. Those prices are collected early morning and reported to a central office where they are screened and consolidated into a report prepared for public dissemination. The Program will disseminate prices through email and website, but mobile phones offer a more effective channel for communicating prices. MEC will also send text messages to mobile phones of selected subscribers and/or set up a phone service to respond to voice queries automatically. For grains and animal products once-weekly price updates are sufficient because prices for these goods are not as volatile as for fruits and vegetables.

MEC can award a grant to a private organization responsible for the collection, processing and dissemination of agricultural market prices for the duration of the project. Funding for that organization can be shared with funds from the Government of Morocco or the Alliance for Progress.

Responsibility: Edgar Ariza-Nino.

Key Partners: Market authorities in Oujda and El Jadida.

Output/Outcome: 1 – a twice-weekly reports of fruit and vegetable market wholesale prices in the principal cities in Morocco. 2 – a target audience of farmers, farmer organizations, aggregators and wholesale traders in agricultural products, processors of agricultural products, exporters, and public officials will benefit from a regular and reliable source of market prices.

Timing: April, 2010: Start in Oujda and El Jadida with arrangements to collect prices for a selected set of fruits and vegetables at the wholesale markets in those cities. April/May, 2010: Extend the system to Casablanca and Rabat; consolidate all prices into single price report; disseminate those prices by Internet and mobile phones. Introduce price information system at the Meknès Agricultural Fair. May 2010: Expand coverage to Tangier, Meknès, Fez, Agadir and Marrakesh and expand list of subscribers nationwide; begin negotiations for funding system outside the MEC Program.

PM 2.2.3 – Farmer survey of reconversion associations in Oriental

Purpose & Approach: MEC will establish what adjustments in water management, adoption of innovations in new irrigation technology or new corps, changes in farm production and marketing have taken place as a result of membership in reconversion associations. For the past several years the Office Regional de Mise en Valeur Agricole (ORMVA) for the Oriental region has implemented a program introducing more efficient water management into agricultural areas previously using gravity fed surface irrigation. Groups of farmers, collectively comprising an area of 40 to 100 hectares, form an association that receives a subsidy to build a large capacity pond to store irrigation water and pumping equipment to distribute water from the pond among its member farmers. The program originally started with funding from the Spanish government, but continues now with financing from the Ministry of Agriculture. The Oriental region ORMVA places great hope in these reconversion groups to improve the efficiency of irrigation water use and in the past couple of years it has exceeded the target expansion of the Program to cover over 15,000 hectares in 2009. The Doukkala region ORMVA has begun recently a similar Program with funding and technical assistance from the Spanish and Japanese governments.

This survey will compare water management practices among farmers in the reconversion association with those of comparable neighboring farmers using the surface irrigation practices. Traditional water

users associations in the ORMVA irrigation perimeters are reportedly nearly all inactive and not at all involved in water management issues.

Responsibility: Edgar Ariza-Nino in collaboration with Component 2 and 3 Managers will organize the survey of a selected set of representative reconversion associations in the Oriental region. Field implementation of the survey will be done by consultants with experience in water management and farmers associations.

Key Partners: ORMVAM and farmer's associations (such as Water User Associations).

Outputs: A report describing the operations of reconversion associations, particularly concerning the distribution of water among its member farms, the changes in farm management introduced by farmers, and estimates of productivity of irrigation water before and after the creation of the reconversion association. MEC will identify why some reconversion associations have succeeded while most traditional water users associations are inoperative.

Timing: April, 2010: Selection of reconversion associations that will be interviewed, design of questionnaire, and selection of consultants to conduct survey. May 2010: field survey in Oriental region. June 2010: presentation of final report with summary of lessons learned and recommendations for potential expansion of the Program.

PM 2.2.4 – Establish baseline crop areas in Doukkala irrigated perimeters

Purpose & Approach: MEC will assess how project initiatives affect farmers' crop and livestock production decisions. To monitor changes in the area planted to major crops in selected irrigated perimeters in Doukkala. The following scenario describes a possible approach that is plausible for MEC: the project supports the Doukkala region ORMVA to extend their management information system to collect and analyze field survey data in order to estimate the area planted to the major crops in irrigated perimeters. MEC support is used to complement ORMVA human resources to enhance their capability to design and conduct farm level field surveys, including dedicated computers, GPS equipment and software, training and technical assistance, and field mobilization expenses. The Doukkala ORMVA assigns the necessary human resources to design, carry out, and analyze the farm field survey in irrigated perimeters, as well as the requisite logistics and office facilities.

Responsibility: Edgar Ariza-Nino in collaboration with MEC Component Managers.

Key Partner: The information systems department of ORMVAD.

Outputs/Outcome: 1 – June 2010: a report summarizing the results of the crop area field survey for the 2009-2010 winter season by irrigated perimeter and total irrigation area in the Doukkala region. 2 – September 2010: a report on areas planted to summer crops in the Doukkala region. 3 – a key outcome is a trained team of analysts capable to design and conduct similar field surveys in the future.

Timing: First farm field survey to begin in April 2010 to estimate winter crop areas. Summer crop areas field survey to be conducted in June and July 2010. Comparable surveys will be conducted for the next few years through the duration of the MEC project.

PM 3 – GRANT MANAGEMENT

Within the next three months, the MEC Team will launch a grant program that will award grants over the coming first four years of the project. The program will be designed to support a selected group of promising, cost-effective sustainable development initiatives. The specific aim is to develop replicable models for promoting sustainable agriculture and workforce development initiatives. Most grants will range between \$50,000 and \$200,000; however, convincing project proposals with budgets outside this range may still be considered as special requests.

Consistent with the MEC's emphasis on addressing critical gaps in the sustainable development framework in the two target regions, the grant program will carefully target initiatives that are not eligible or not likely to be funded under other programs.

A comprehensive individual grants monitoring and evaluation system will be established to enable the project stakeholders determine which initiatives, in fact, represent successful and replicable models.

Major activities that will be undertaken during the period covered by the first work plan are:

- Develop manual on grants application procedures
- Provide training for Grant applicants on preparing grant applications
- Evaluate applications and award grants
- Provide training assistance to grantees for managing grants
- Evaluate grantee performance

The major activities to be undertaken during the plan reference period are described in detail below.

PM 3.1: SOLICIT AND EVALUATE GRANT APPLICATIONS

PM 3.1.1 – Develop the MEC Grant Manual

Purpose & Approach: To clarify the specific aims of the MEC grant program and how it will operate, a standard manual will be produced and copies made available to partners and potential implementing organizations.

The detailed step-by-step grant management procedures that will be included in the Manual will assist potential grantees in making informed choices regarding the nature of grant application to make.

Responsibility: The MEC Grant Manager will be directly responsible for the finalization of the grant management manual. In addition, he/she will work closely with the Chief of Party and the MEC Operations teams to design a rigorous and sustainable monitoring and evaluation system based on:

- A participatory approach to system design and indicator selection;
- A strong reliance on beneficiary-based monitoring of field activities; and
- An efficient reporting and feedback system to ensure that information is readily available to stakeholders.

Key Partners: GOM agencies and regional representatives, NGOs, civil society and private sector partners in the regions.

Output: a user-friendly grant management manual will be produced and the structure of a grant management monitoring and reporting system will be defined.

Timing: The draft grant management manual was completed in mid-April, 2010. Copies have been provided to USAID for approval and to key partner organizations for comments before producing a final version of the manual.

PM 3.1.2 – Support prospective applicants

Purpose & Approach: MEC will help prospective grant applicants develop basic skills in preparing grant applications and better understand MEC grant application procedures.

The MEC team will design a brief form on which prospective grantees will provide summaries of project concepts to be considered for grant award. The MEC Grant Manager and appropriate technical staff will screen the project concepts, and applicants with promising ideas will be targeted for participation in training workshops.

Responsibility: The MEC Grant Manager.

Key Partners: GOM agencies and regional representatives, NGOs, civil society and private sector partners in the regions.

Output/Outcome: a workshop involving representatives of grant applicants will be conducted and participants will gain required skills in preparing grant applications.

Timing: workshops on design of sustainable development initiatives will be scheduled during the fourth quarter of 2010.

PM 3.1.3 – Evaluate grant applications

Purpose & Approach: In order for an applicant organization to be eligible for funding under MEC grant program, a review of the grant proposals must be undertaken and recommendations made for funding. The review will be undertaken by a panel that will have a fair representation of various partner organizations to ensure that opportunities for funding are well balanced.

For any single grant application, a Review Panel composed of three to five individuals plus representatives from the MEC team will be selected. MEC will develop a shortlist or roster of individuals and institutions and will select appropriate reviewers for applications on a case by case basis. This process will ensure that the most technically qualified reviewers are selected and that any conflict of interest (actual or perceived) is avoided. Each reviewer will be provided with simple guidelines and an evaluation form to be completed.

The members of the Review Panel roster will be provided with technical orientation on the MEC grant program, including its mandate, goals, grant eligibility and selection criteria, and grant review process through distribution of written, explanatory materials.

Responsibility: the Review Panel will make funding recommendations only. It will have no approval and award authority. Approval and award authority will be the responsibility of MEC/USAID. Although each Panel will have recommendation authority only, it will provide advice or suggestions to the MEC Team, DAI and the potential grantees as part of any recommendation. The MEC Grant Manager will be responsible for coordinating the functions of each Panel, ensuring that grant performance standards don't decline.

Key Partners: GOM agencies and regional representatives.

Outcome: an efficient Grant review process will be in place and a preliminary report on the status of the awarded grants will be produced.

Timing: the Review Panel process will be finalized in August, 2010 to allow the potential panelists to have an input into the development of the manual.

PM 3.1.4 – Award Grants

Purpose & Approach: It is anticipated that grants ranging between \$50,000 and \$200,000 will be awarded to organizations to support promising, cost-effective initiatives that will bring about replication of models for promoting sustainable development. MEC will disseminate information through a media campaign informing potential grantees how to obtain, complete and submit application forms. The submissions

will be screened and successful applicants will undergo training on preparation of grant applications to enable them prepare appropriate grant applications.

A technical panel will review each application and make appropriate recommendations to MEC for funding. Selection will be based on the following:

- Proposed activity represents a potentially replicable model for promoting sustainable development initiatives;
- The innovative nature of the activity is clearly articulated and distinguished from current practice;
- Applicant has identified specific outcomes or changes that will result from the proposed innovation that are consistent with environmentally sound, economically viable, and culturally sensitive resource management practices;
- Proposed activity will deliver services in an equitable manner within the targeted groups/communities and incorporate gender concerns;
- Proposed activity responds to a demonstrated need;
- Applicant is an organization that promotes sustainable water resource management and agricultural development or a community organization directly engaged in such activities;
- Applicant has the technical capacity required to implement the proposed activity (or has identified additional technical assistance it requires);
- Applicant offers a concrete plan for capturing and disseminating lessons from the project;
- Applicant has a monitoring and evaluation plan;
- Proposed activity is cost-effective; and
- Proposed activity incorporates cost-recovery or cost-sharing strategies, if appropriate and feasible, and identifies how user fees would be managed.

Responsibility: The MEC Grant Manager will be responsible for coordinating activities leading to award of grants.

Key Partners: GOM agencies and regional representatives, NGOs, civil society and private sector partners in the regions.

Outcome: support for promising, cost-effective sustainable development initiatives.

Timing: the first grants will be awarded in September, 2010.

PM 3.2: MANAGE GRANTS

PM 3.2.1 – Provide management training to grantees

Purpose & Approach: MEC will increase the impact of the grant program by developing skills that will be applicable for promoting future sustainable development initiatives. Successful grant applicants will be targeted for different forms of technical assistance to strengthen their abilities to carry out their grant-related activities and sustain their program activities. Among other things that successful grant applicants will require for grant management will be assistance to develop an appropriate monitoring and evaluation program and to comply with the requirements for financial management.

The training assistance approach will be to ensure active stakeholder participation in performance monitoring of grant activities by assisting grantees identify their own targets and appropriate indicators to

measure progress. It is essential that the complexity and time involved in data collection procedures will be at a minimum

Responsibility: The MEC Grant Manager will be responsible for periodic collection of data from grantee records, analysis of the data, and reporting to end-users. The Grant Manager will have the role of ensuring the completeness and accuracy of data collected by grant recipients and other program beneficiaries.

Key Partners: GOM agencies and regional representatives, NGOs, civil society and private sector partners in the regions.

Outcome: workshops that will provide participants with relevant skills in grant management including an effective participatory monitoring and evaluation system.

Timing: training assistance to grantees will be provided through workshops that are scheduled to take place in the fourth quarter of 2010 and periodically thereafter.

PM 3.2.2: Evaluate grantee performance

Purpose & Approach: Given that the grant program is intended to finance and test innovative models of sustainable development in the two MEC target regions, it is particularly important that grantees adopt an appropriate monitoring and evaluation plan to assess performance and impact. The approach will ensure active participation of grantees in identifying targets and appropriate indicators. However, the monitoring and evaluation framework will initially be designed by the MEC Team and then presented to stakeholders for refinement if necessary.

MEC will facilitate the process by training partners and grantees and also providing guidelines for data collection and maintenance of grantee records.

For information that requires additional expertise to collect, arrangements may be made with universities or other organizations to allow students and researchers be temporary employed to carry out the monitoring exercise.

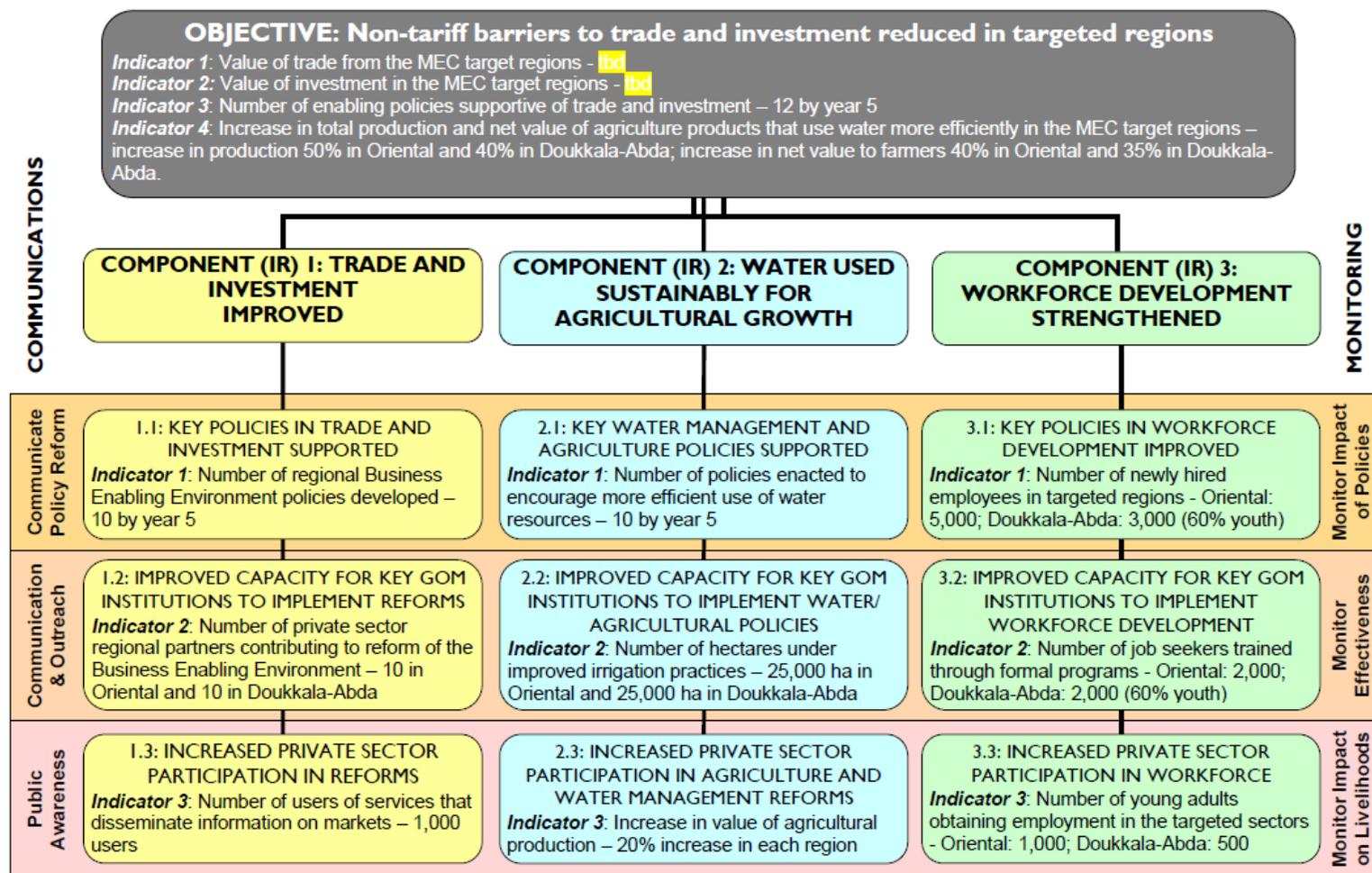
Responsibility: the MEC Grant Manager assisted by the MEC Monitoring Specialist, Edgar Ariza-Nino.

Key Partners: GOM agencies and regional representatives, NGOs, civil society and private sector partners in the regions.

Outcome: a standard monitoring and evaluation framework for beneficiary-based monitoring and evaluation of MEC sustainable development activities.

Timing: designing the monitoring and evaluation framework will take place in August, so that in September, grantees are actively involved in the identification of their own targets and appropriate indicators.

ANNEX 1: MOROCCO ECONOMIC COMPETITIVENESS RESULTS FRAMEWORK



ANNEX 2: TIMELINE OF ACTIVITIES FOR 2010

MEC Objective: Non-tariff barriers to trade and investment reduced in targeted regions						
Major Tasks	Responsibility	2010: Quarters 3 and 4				
		A	M	J	J	A
PROJECT MANAGEMENT						
PM 1: COMMUNICATIONS						
PM 1.1: Communications and Outreach						
PM 1.1.1 – Develop a Branding and Marketing Plan	CM	■				
PM 1.1.2 – Develop a MEC communications strategy	CM					■
PM 1.1.3 – Assess key partners' communication capacity and needs	CM					■
PM 1.1.4 – Develop MEC communications tools	CM		■			
PM 1.1.5 – Participation in communications events	CM	●		●		■
PM 1.2: MEC Gender Plan						
PM 1.2.1 – Develop MEC gender plan and provide training to MEC staff and partners	CM					■
PM 1.3: Publications						
PM 1.3.1 – Develop a publications production and management system	CM			■		
Monthly reports	MEC team	■	■	■	■	■
Quarterly Reports	MEC team	■		■		
Accruals Report	OM			■		■
Annual Work Plan and Annual Report	MEC team			■		
Annual Inventory	OM					■
PM 2 – MONITORING AND EVALUATION						
PM 2.1: MEC Performance Management Plan						
Annual Report on MEC Performance and Impact						1
PM 2.1.1 – Develop the MEC PMP	EAN	■				★
PM 2.2: Adaptive Management Strategy						
PM 2.2.1 – Explore new approaches to irrigation-water pricing in Doukkala	EAN					■
PM 2.2.2 – Implement new approaches to disseminating market prices of agricultural products in Morocco	EAN					■
PM 2.2.3 – Farmer survey of reconversion associations in Oriental	EAN	●	●			■
PM 2.2.4 – Establish baseline crop areas in Doukkala irrigated perimeters	EAN	▲	▲	■		■
PM 3 – GRANT MANAGEMENT						
PM 3.1: Solicit and Evaluate Grant Applications						
Annual number of formal applications for MEC grants (Oriental/Doukkala-Abda)						20/20
PM 3.1.1 – Develop the MEC Grant Manual	GM	■				
PM 3.1.2 – Support prospective applicants	GM				▲	▲
PM 3.1.3 – Evaluate grant applications	GM	■			●	●
PM 3.1.4 – Award Grants	GM + COP					★
PM 3.2: Manage Grants						
Annual number and USD value of applications for MEC grants that are successful (Oriental/Doukkala-Abda)					4 - \$500K/4 - \$500K	
PM 3.2.1 – Provide management training to grantees	GM				▲	▲
PM 3.2.2 – Evaluate grantee performance	GM + EAN					★
COMPONENT 1: TRADE AND INVESTMENT IMPROVED						
1.1: KEY POLICIES IN TRADE AND INVESTMENT SUPPORTED						
1.2 IMPROVED CAPACITY FOR KEY GOVERNMENT OF MOROCCO INSTITUTIONS TO IMPLEMENT REFORMS						
Cumulative number of users of e-invest by region (Oriental/Doukkala-Abda)						2/2
1.2.2.1 - Conduct regional surveys on prevailing business climate in the Oriental and Doukkala-Abda regions	JMM					■
Regional workshops and meetings to develop scope	JMM			▲	▲	
Initial results and analysis	JMM				■	

MEC Objective: Non-tariff barriers to trade and investment reduced in targeted regions									
Feedback meetings on draft report	JMM							▲	▲
Launch a website for disseminating information to the public	JMM								★
1.2.2.2 – Help set up e-invest in the two MEC regions	JMM								■
Training in e-invest for CRI users	JMM							▲	▲
Assistance with the implementation of external services	JMM								■
1.3: INCREASED PRIVATE SECTOR PARTICIPATION IN REFORMS									
1.3.1: Public/Private Sector Partnerships for Export Promotion									
Participation in workshops, seminars and other "information outreach" activities									
1.3.1.1 – Explore opportunities for promoting Venture Capital investments in the regions	JMM							▲	■
1.3.1.2 – Identify high-potential opportunities for export promotion in the two regions	JMM/EAN								■
COMPONENT 2: WATER USED SUSTAINABLY FOR AGRICULTURAL GROWTH									
2.1: KEY WATER MANAGEMENT AND AGRICULTURE POLICIES SUPPORTED									
2.2: IMPROVED CAPACITY FOR KEY GOM INSTITUTIONS TO IMPLEMENT WATER/AGRICULTURAL POLICIES									
2.2.1: Develop Institutional and Operational Structures for Agricultural Wastewater Reuse at the Regional Level (Meknès and Oriental)									
Cumulative number of wastewater treatment and re-use schemes									
2.2.1.1 – Finalize and implement treated wastewater reuse in agricultural pilot project	FR							★	■
2.2.1.2 – Initiate a pilot project for treated waste water reuse in agriculture in Safi area	FR							★	■
2.2.2: Support Implementation of the Maroc Vert Regional Agricultural Plans (RAPs)									
Number of hectares in MEC target regions under irrigation each year that use water-saving technology									
2.2.2.1 – Assist the Regional Agricultural Chambers implement the new reforms related to their new assignments	FR							●	●■
2.2.3: Develop Information Management Tools for River Basin Agencies and ORMVAs									
Number of agencies in the MEC target regions that are involved in the conception/ development of an improved management information system									
2.2.3.1 – Data harmonization in Moulouya	FR								■
2.2.3.2 – Develop and design an IMS for ABH and ORMVA in both target regions	FR								■
2.2.4: Support the implementation of a Management Contract (Gestion Délégée) for one irrigated perimeter (Doukkala region only)									
2.3: INCREASED PRIVATE SECTOR PARTICIPATION									
2.3.1: Strengthen Smallholder Organization, Management, and Governance to Promote Water Use Optimization									
Cumulative number of farms in each region under collaborative irrigation and water management agreements									
2.3.1.1 – Design/select pilot projects to implement in collaboration with regional public institutions and WUA	FR							▲	■
2.3.2: Promote Optimization of Water Use in Agro-Processing									
Percentage reduction in the quantity of water used in processing in at least 5 agro-processing units/region (Oriental and Doukkala-Abda)									
2.3.2.1 – Conduct a diagnostic of selected agro-processing units to assess their use of water	FR							●	★
2.3.3: Optimize Smallholder Water Use through Development of High Value "Local Product" Value Chains (Produits du Terroir)									
Percentage increase in production of selected produits du terroir (Oriental and Doukkala-Abda)									
2.3.3.1 – Analyze market opportunities for selected " produits de terroir"	FR								■
COMPONENT 3: WORKFORCE DEVELOPMENT STRENGTHENED									
3.1: KEY POLICIES IN WORKFORCE DEVELOPMENT IMPROVED									
3.1.1: Policy Options to Ease Labor Code Rigidity and Encourage Employment									
Cumulative number of businesses actively participating in schemes that encourage hiring of new entrants into the workforce (Oriental and Doukkala-Abda)									
3.1.1.1 – Assess supply-and-demand for skilled workers, supply and-demand for training, and mechanisms for linking the two	AL							■	■
3.2: IMPROVED CAPACITY FOR KEY GOM INSTITUTIONS TO IMPLEMENT WORKFORCE DEVELOPMENT									
3.2.1: Assistance to OFPPT and other training institutions									
Percentage of employers that rate graduating trainees' skills as good or better (Oriental and Doukkala-Abda)									
3.2.1.1 – Design and implement an action plan setting out the priority activities for the pottery industry in the region of Doukkala-Abda (Safi)	AL							●	★
3.2.1.2 – Design and implement an action plan setting out the priority activities based on the agro-processing assessment in the region of Oriental	AL							●	★

MEC Objective: Non-tariff barriers to trade and investment reduced in targeted regions

COP - Chief of Party
JMM - Jean Michel Mas (Component 1 Manager)
FR - Fouad Rachidi (Component 2 Manager)
AL - Abderrazak Lakjaa (Component 3 Manager)
EAN - Edgar Ariza-Nino (M&E Specialist)
CM - Communications Manager
GM - Grant Manager
OM - Operations Manager

Reports and deliverables
Workshops, training and conferences
Milestone (linked to PMP targets)
Key Meetings
Continuous activity
PMP targets (2010)



ANNEX 5: COMMUNICATIONS ACTIVITIES

Objectives	Rationale	Themes	Targets	Communications tools
Communicate MEC activities and key results to foster transparency	MEC will communicate information about its activities and key results to improve visibility and be transparent with its partners and beneficiaries	Program activities and key results	USAID Media through USAID Partners and beneficiaries	Success Stories Press kit Website, Newsletters
Generate a common understanding of MEC activities to encourage the adoption of improved practices by target audiences	Many activities are very focused on technical issues, which might hinder support and adoption by non-expert beneficiaries Certain practices by beneficiaries and partners need to be changed so that the MEC program can achieve its goals. The communication team will play a role in simplifying those key messages and communicating new messages to target audiences (beneficiaries, partners) in order to foster behavioral change through the use of innovative tools and diverse media (radio, podcasts, etc.).	Need for water conservation and technologies available to farmers allowing an efficient management of water use in agriculture	Water User Associations (AUEA) Farmer groups (cooperatives, etc.)	Seminars Workshops Training of farmers in water-saving techniques Radio reports
		Treated wastewater as a new source of water for agriculture	Water User Associations (AUEA) Farmer groups (cooperatives, etc.)	Seminars Workshops Radio reports
		Water pricing as a way to encourage water conservation (such as pricing based on volumetric use)	Minister of Agriculture and Fishery, ORMVAs Water User Associations (AUEA) Farmer groups	Seminars, workshops Cellphone SMS to farmers

		The benefits of aggregation	Farmer groups (cooperatives, etc.)	Seminars, workshops
		The benefits of strengthening horizontal and vertical linkages within selected value chains	Individual farmers through civil society groups (NGOs, associations, etc.) Private sector	Workshops
		Functioning of specific administrative procedures (construction permits, etc.)	Users through concerned administrations	Podcast, TV spot, BD, posters distributed in specific administrations
Deepen MEC impact	The communication team will identify opportunities for developing strategic communication interventions in support of key technical activities to increase MEC impact and adoption rates of partners and beneficiaries. MEC will communicate specific success stories, information about tools and pilot projects to a large number of beneficiaries and partners (different regions, from the regional to the national and vice versa). This will enable the replicating of successful interventions and sharing best practices.	Benefits of successful pilot projects: wastewater reuse in Meknès, value chain that efficiently manage water use in agriculture, e-invest, etc.	Partners and beneficiaries	Press coverage Conferences at the regional and national level, Trainings
		Successful IMS systems in place for an efficient use of water in agriculture	MAPM and regional agencies	Conference Press coverage
		Results of regional studies on improving the business climate environment (in selected regions)	CRI, ORMVA, DPA and others)	Conference Press coverage
		Dissemination of information on the supply and demand for professional training and job market assessment	Professional training institutions (public and private)	Conference Press coverage Website
		Information on services available for accessing data on markets	Private firms	Conference

				Website
Support Program outreach to key beneficiaries	<p>MEC has a wide range of beneficiaries ranging from farmer groups to GOM Ministries. These actors have different ways of accessing information, different communications channels, and different objectives.</p> <p>In order to adapt to these unique characteristics, MEC will communicate project information, listen to their needs, and help alleviate constraints. MEC will design outreach interventions to mobilize them and build lasting relationships.</p>	Description of MEC's activities and opportunities for partnerships with civil society to mobilize farmers	Civil society and NGOs supporting farmers and agricultural groups	Site visits Workshops Conferences Newsletters
		Job market opportunities and training institutions available for youth in the agricultural sector	Youth	Seminars
		Job market opportunities for women	Women	Seminars
		Updates on program activities and impact	Institutional partners	Meetings Newsletters
		Conferences on diverse themes to mobilize key beneficiaries and foster reforms: potential for exports to the US markets, potential for growth of selected value chains, needs for specific reforms, benchmarking, etc.	Private sector Decision makers	Debates, conference
Monitor partners and key organization communication	<p>The communication team will make sure that partners' and other stakeholders' communications strategies are efficient and will provide technical support as needed.</p> <p>Also, since the program supports target regions in developing their marketing strategy, the communications team will</p>	How to build a successful communication strategy	Regional Investment Centres and other key partners	Training, technical workshops on communication
		Monitoring of partner's communications strategies	All partners and key organizations	Website research Review of communications tools Participation in partner's conferences, workshops and

	provide technical expertise to assist regions in developing and implementing their communication strategy.			meetings
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