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# MOROCCO ECONOMIC COMPETITIVENESS:

QUARTERLY REPORT: APRIL - JUNE 2010



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QUARTERLY REPORT: APRIL - JUNE 2010

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By DAI

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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



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# ACRONYMS

ABH	Agence de Bassin Hydraulique
ABRI	Advancing the Blue Revolution Initiative
ADA	Agence pour la Développement Agricole
ALEF	Advancing Learning and Employability for a Better Future
AMDI	Agence Marocaine de Développement des Investissements
AMP	Aromatic and Medicinal Plants
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences
APC	Competency-Based Training
AUEA	Association des Usagers de l'Eau Agricole
CDIE/DEC	Center for Development Information and Evaluation/Development Experience Clearinghouse
CGEM	Confédération Générale des Entreprises du Maroc
COLAIMO	Cooperative Laitière du Maroc Oriental
CRI	Centre Régional d'Investissement
DAI	Development Alternatives, Inc.
DCAE	Direction de la Coordination des Affaires Economiques
DERD	Department of Education, Research and Development
DEPFA	Direction de l'Enseignement Professionnel et de Formation Agricole
DH	Moroccan Dirham
DPA	Direction Provinciale de l'Agriculture
DRA	Direction Régionale de l'Agriculture
EMP	Environmental Management Plan
ESP	Entrepreneurship Spirit Program
EU	European Union
FAO	United Nations Food and Agriculture Organization
FDA	Fonds de Développement Agricole
FTA	Free-Trade Agreement
GDP	Gross Domestic Product
HCP	Haut Commissariat au Plan

IAA	Integrated Agriculture and Agribusiness
IBCM	Improving the Business Climate in Morocco
IMS	Information Management System
IT	Information Technology
ITQANE	USAID Morocco's education program
GFD	Good Governance for Development in Arab Countries Initiative
GIS	Geographic Information System
GOM	Government of Morocco
GPS	Global Positioning System
M&E	Monitoring and Evaluation
MAPM	Ministère de l'Agriculture et de la Pêche Maritime
MCC/APP	Millennium Challenge Corporation/Agence de Partenariat pour le Progrès
MCE	Ministère du Commerce Extérieur
MEC	Morocco Economic Competitiveness program
MIS	Management Information System
MOE	Ministry of Employment
MTDS	Morocco Trade and Development Services
NGO	Non-Governmental Organization
OCP	Office Chérifien des Phosphates
OECD	Organisation for Economic Co-operation and Development
OFPPT	Office de la Formation Professionnelle et de la Promotion du Travail
OMPIC	Office Marocain de la Propriété Industrielle et Commerciale
ORMVA	Office Régional de la Mise en Valeur Agricole
PAR	Plan Agricole Régional
PERSUAP	Pesticide Evaluation Report & Safe Use Action Plan
PMP	Performance Management Plan
PMV	Plan Maroc Vert
PNEEI	Plan National de l'Economie de l'Eau d'Irrigation
RADEEO	Régie Autonome de Distribution d'Eau et de l'Electricité (Oujda)
RTi	Riverside Technologies, Inc.
SIAM	Salon International de l'Agriculture au Maroc
SITeau	Salon Internationale des Technologies de l'Eau

SIWM	Sous-Massa Integrated Water Management project
SNRT	Société Nationale de Radiodiffusion et de Télévision
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
US	United States
USAID	United States Agency for International Development
USD	US dollars
USG	United States Government
WPM	Watershed Protection and Management
WUA	Water User Association
WWTP	Waste-water Treatment Plant
YEDI	USAID Morocco's youth education program



# EXECUTIVE SUMMARY

The Morocco Economic Competitiveness (MEC) program was launched in December 2009. The present document is the second Quarterly Report on program activities: it covers the period from April 1<sup>st</sup> 2010 to June 30<sup>th</sup> 2010.

## START-UP ACTIVITIES

The draft MEC Performance Management Plan and Grants Manual were submitted to USAID for review and approval in mid-April 2010. Other contract deliverables – monthly and quarterly reports and quarterly accruals have been submitted to USAID as scheduled.

Project staffing continued to progress during the third quarter of the year. Yousra El Hatib joined the Component 1 team to support the economic enabling environment specialist. Mustapha El Haiba joined the Component 2 team as the water resources specialist. Fatima Zahra Naimi joined MEC as the full-time communications specialist.

MEC has established its project offices in Rabat-Souissi. Regional offices have been identified in Oriental (Oujda) and in Doukkala-Abda (El Jadida). Office space provided by ORMVA-D in El Jadida is being rehabilitated and we expect to be able to occupy the premises by mid-August. In Oriental, We encountered some difficulties finding office space in the premises of any of our key partner organization. In early July, however, the CRI provided space in their office building in Oujda. MEC staff members are now procuring furniture for these offices. We expect to hire regional coordinators and support staff for both regions before the end of August 2010. At this time, the only other long-term position that remains open is that of grant manager. The search to fill this position continues.

## WORK PLAN DEVELOPMENT

The MEC technical team has continued to meet with regional partners and with representatives of key GOM partners in Rabat. The 2010 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 comments received from USAID and additional information that is being provided by key partners at technical workshops held in the regions in July. These workshops followed the official launch of the MEC program on June 30<sup>th</sup> in Rabat – an event at which the US Ambassador to Morocco, Mr. Samuel Kaplan, presided.

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 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 focus on these sectors thereby ensuring a rigorous integration of the efforts and optimal synergy.

## ACCOMPLISHMENTS

MEC participated at the 2010 Salon International de l'Agriculture au Maroc (SIAM) – an international agricultural fair held in Meknès from April 28<sup>th</sup> to May 2<sup>nd</sup>. MEC took the lead on designing and installing the US Government stand for the SIAM and has helped organize a dinner debate for about 130 people on the evening of April 28<sup>th</sup> at which keynote speakers discussed opportunities to export Moroccan agricultural products to the United States.

**Under Component 1:** The official launching of the MEC program nationally and in the two target regions, enabled us to clarify the specific expectations of our partners. Three priority activities have emerged that constitute the backbone of the work for the next quarter:

1. The implementation of e-invest is a strategic priority for the CRI in both regions.
2. The regional business surveys appear to be a strategic activity for identifying areas for improvement in the regional business climate. In both regions, the indicators were presented, discussed and validated with some small adjustments.
3. The presentation of the activity originally planned to assess local marketing yielded key information. The Director of the CRI of Oujda and the CRI representative in Safi understood that local marketing was a tool for promoting regional development. It was agreed that MEC can take immediate action on sensitizing stakeholders on the subject of local marketing.

**Under Component 2:** Based on the consultants' work in the regions, the MEC team held meetings with consultants to discuss and identify sub-sectors of interest to the program and potential activities to be implemented.

1. A field trip to Agadir region offered the opportunity for MEC to acquire information on the former SIWM program, implemented by USAID in the Sous-Massa Region. The discussions with regional partners were mainly related to SIWM achievements and any lessons learned that MEC should consider in planning its activities with ABH and ORMVA in Moulouya and Doukkala.
2. MEC has launched two marketing activities for *produits du terroir* and processed food produced in the target regions.
3. Regional meetings with partners in ORMVA-M, DPA Oujda, Regional Agricultural Chamber, COLAIMO were held to explore opportunities for collaboration and partnership.
4. A report was submitted on finance models for rural lending and agricultural investment. A proposed pilot lending scheme adapted to the needs of small farmers was submitted to USAID.
5. A report summarizing the existing policy on treated wastewater reuse was submitted to USAID.

**Under Component 3:** The launching of the workforce supply-and-demand assessment for pottery in Doukkala-Abda (Safi) and agro-processing at the Oriental region is a crucial start-up initiative for MEC. It allowed MEC to identify concrete and urgent activities that should be implemented for each sector in order to respond to the employers' needs for skilled workers.

## UPCOMING ACTIVITIES

**Under Component 1:**

1. Conduct regional surveys on the prevailing business climate in Oriental and Doukkala-Abda regions
2. Implementation of e-invest in the cities of Oujda, Nador, Safi and El Jadida

3. Organization of workshops on regional marketing in the two regions.

**Under Component 2:**

1. Assist the DPA/Oujda and local authorities in Safi in conducting the feasibility study on the wastewater reuse downstream of the wastewater treatment plants.
2. Analysis market opportunities for selected processed food.
3. Continue the ongoing work on data harmonization in the ABHs & ORMVAs.
4. Assessment of the status of the *gestion déléguée* study in Doukkala and listing of some national and international experience for benchmarking.

**Under Component 3:**

1. Initiate a pilot project focused on adapting the skills profile of the selected work function as a measure of integration and support for creating self-employment among a group of youth.
2. Initiate the mapping of occupations / jobs in the agro-industry in the Oriental region (segmentation and structure type of jobs / professions):
3. Initiate a pilot project on the qualification of the workforce in the workplace. It is targeted skills upgrading for low skilled employees and producing learning materials and assessment from the profile of skills. Learning should be managed by the private sector through professional associations.

Project management activities will include the following:

1. Implementation of a project management system and training of all staff in its use. The system will enable real-time communications across the three project offices as well as with US-based support staff and with USAID via the Internet. The system will also enable MEC to have real-time web-site update capacity.
2. Development of a comprehensive communications and outreach plan, which is outlined in the 2010 work plan.
3. Prepare a PERSUAP covering anticipated activities in the agricultural sector and will also develop an Environmental Management Plan (EMP) that will cover all implementation activities. The EMP will integrate the environmental screening procedures that are described in the MEC Grant Manual and will also adhere to the provisions and guidance of the PERSUAP.



# BACKGROUND

Since 2000, Morocco's economy has grown steadily at an annual rate near 5 percent, though with a dependence on agriculture—uncertain in a water-constrained environment—for employment and family income generation. The service and manufacturing sectors are now 46 percent and 28 percent of the total economy, respectively. A recent report by the Haut Commissariat du Plan noted that in those regions of Morocco with economies based on agriculture, growth over the period 2004 to 2007 was generally less than other regions. It remains to be seen if the effects of the global economic downturn and the higher-than-average rainfall in 2008/2009 and 2009/2010 will have a moderating effect on these apparent region imbalances.

In Morocco today, social mobility and entrepreneurship remain somewhat limited; water scarcity threatens annual agricultural productivity; and a lack of new employment opportunities threatens long-term economic well being.

## TRADE AND INVESTMENT IN MOROCCO

Although Morocco has made great strides in improving its overall business environment, particularly in the areas of macroeconomic stability and infrastructure development, it continues to lag behind its competitors in establishing a truly friendly business environment. Institutional barriers to doing business, including corruption in government, are critical determinants of private sector development and ultimately economic growth. The World Bank ranked Morocco 129<sup>th</sup> out of 178 countries in 2010 on the Ease of Doing Business indicator. Morocco's integration into the world economy has grown significantly. However, the current challenge is for Morocco to implement key reforms effectively in order to take full advantage of international markets.

King Mohammed VI has offered a combination of stability and renewal. He has ushered in a new generation of civil servants in key posts throughout the government, including pro-business private sector leaders. Morocco's political system offers the possibility of developing and executing a long-term vision, crafted across sector and party lines to create dynamic economic growth plans, as highlighted at right. These plans also emphasize sustainability – economic, environmental and social – and constitute the foundation for MEC implementation. The leadership in Morocco has also embraced the Good Governance for Development in Arab Countries Initiative (GFD), a cooperative program of the Organization for Economic Co-operation and Development (OECD) to reform the regulatory regime influencing investment and competitiveness.

The plans are consistent in their approaches and well known to the public; they have benefited from significant private sector input and support, including the banking and finance community that has pledged financial resources. Most recently (April 2010), the GOM signed an agreement with the OCP Group that will launch a DH200 million “Innovation Fund for Agriculture”

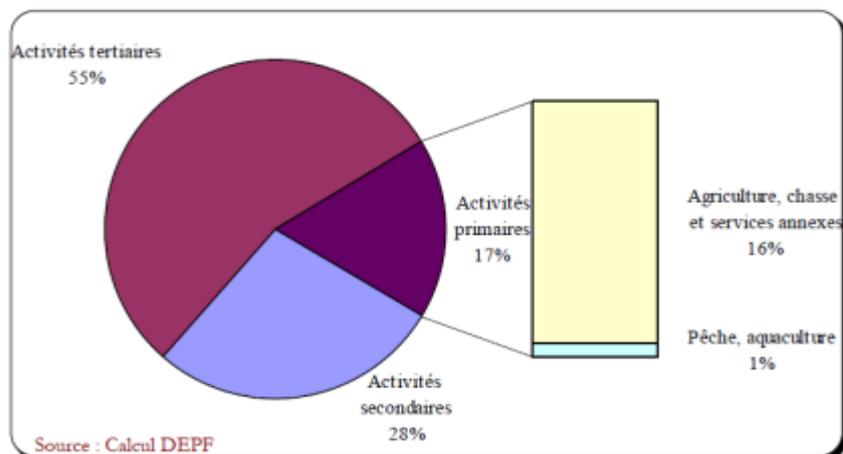
### Key national strategy documents guiding MEC

***Plan Maroc Vert.*** Plan for agricultural modernization, including addressing small-farm viability problem, upgrading the sector through market intermediaries, policy reform, and increased water productivity.

***Plan de l'Emergence.*** Strategy for industrial development, with visible results in infrastructure investments, upgrading targeted priority sectors, and accelerate business climate reforms through public-private partnerships.

***Plan de Formation Professionnelle.*** Ministry of Employment plan to increase the volume of and quality of professional development and training; expand to the regions; reach more youth, women, and the handicapped; and support microenterprise development.

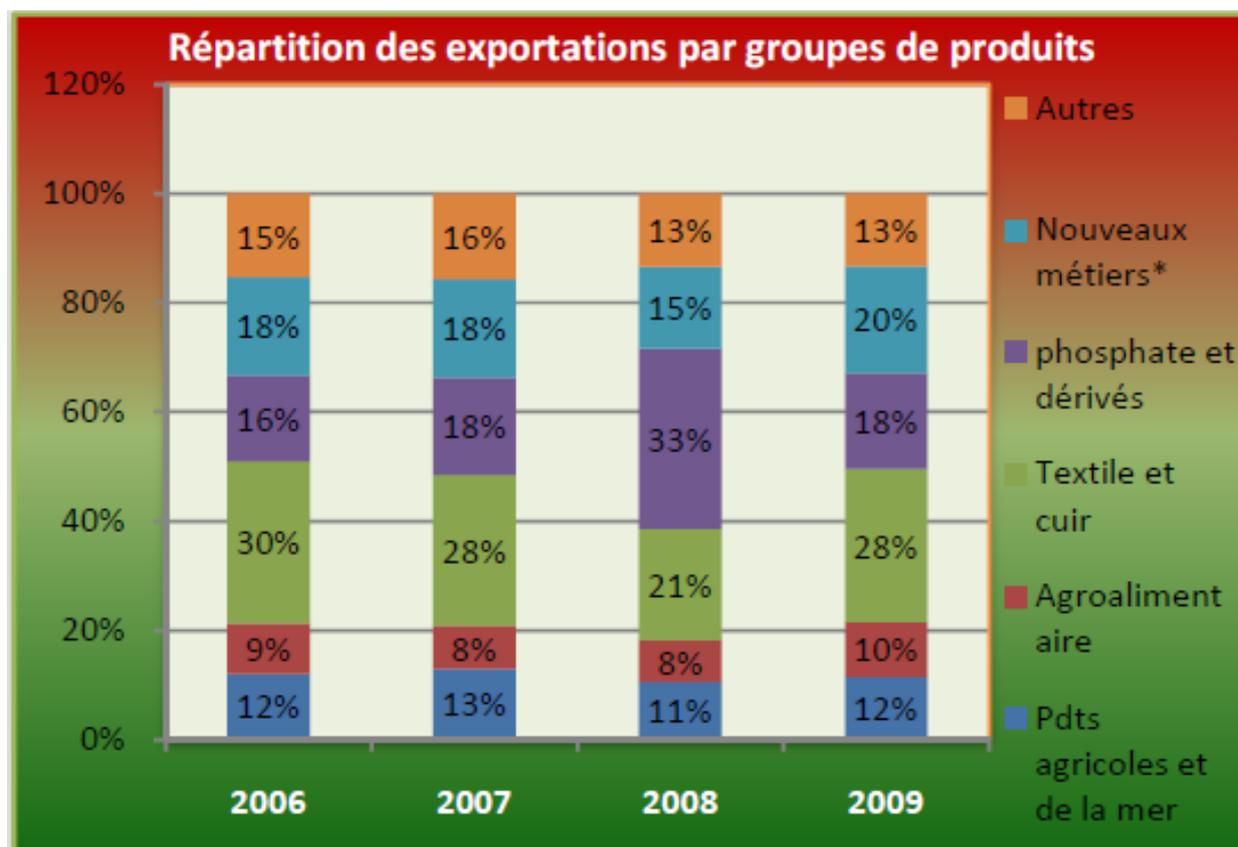
available to businesses, farmers' associations and cooperatives. The true test of whether these plans will provide tangible benefits to the Moroccan population, particularly in job creation, skills transfer, and general employment opportunities, will be seen at the regional level.



**Figure 1: Average structure of value added by industry broken down for the primary sector (1998-2008).**

Morocco actively encourages foreign investment and has sought to facilitate it through macro- economic policies, trade liberalization, and structural reforms. The U.S. Free Trade Agreement (FTA) and the Association Agreement with the EU have led Morocco to reduce its tariffs on imports from the U.S. and

**Figure 2: Average structure of the regionalized agricultural value added (1998-2007)**



EU. Morocco has also signed a quadrilateral FTA with Tunisia, Egypt and Jordan, and a bilateral FTA with Turkey. Additionally, it is seeking trade and investment accords with other African, Asian and Latin American countries.

The U.S.-Morocco FTA has nearly doubled exports and tripled inward investment since 2006. Nonetheless, challenges remain. According to the World Bank's 2009 "Doing Business in Morocco" report, the country's excessive bureaucratic red tape continues to be a major constraint on the competitiveness of the economy and deters investors. To facilitate foreign investment, the government has created a number of Regional Investment Centers to minimize and accelerate administrative procedures. Investments in excess of 200 million DH (USD 26 million) are, in addition, referred to a special ministerial committee chaired by the Prime Minister. In 2009, the Commission approved 56 projects totaling more than USD 800 Million.

## AGRICULTURE

Agriculture is a key sector of the Moroccan economy as it contributes to the creation of up to 16% of the national value added but above all because it employs 46% of the workforce (source: DEPFA).

However, a strong regional disparity dominates. Figure 2 shows that two regions – Gharb-Chrarda- Beni Hssen and Souss-Massa-Draa – account for more than 50% of the value added in the sector.

Nevertheless, agriculture is a sector that could potentially help reduce the recurring trade balance deficit, as evidenced by exports from Souss-Massa-Draa region. Indeed, despite the increasing openness of the national economy and government efforts to promote exports, agricultural exports are not an engine of economic growth. This is mainly because of the limited competitiveness of Morocco's exportable supply, to the strong geographic concentration in the European market, and finally to specialization in labor-intensive, low-tech industries, which are very price sensitive and considered less dynamic in world trade patterns.

Exports remain concentrated on a few, low-value added sectors where prospects for growth are limited.

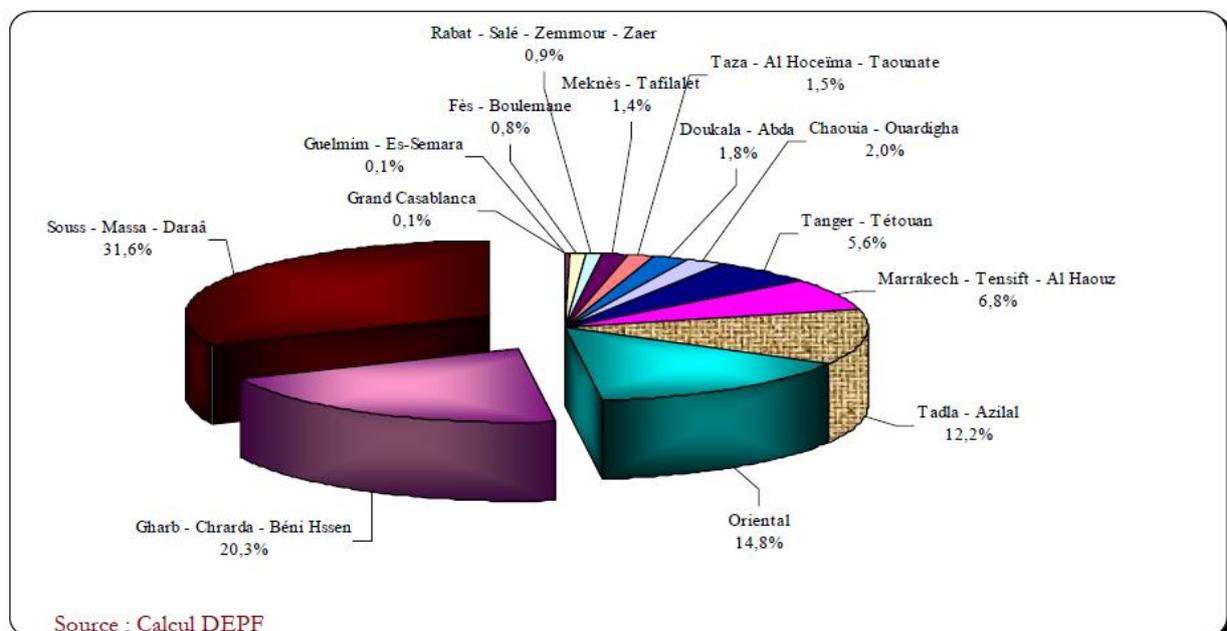


Figure 3: Export trends by sector - 2006-2009 (source – MCE, 2010)

Analysis of the evolution of exports by product group from 1998 to 2008 shows a quasi-stagnation of the share of food products and raw products in total exports. In contrast, the share of semi-finished products rose from 18 to 29%, linked largely to the export of chemical products.

The product groups that contributed the most to increased exports in recent years are textiles and clothing, which made up nearly 28% of total exports in 2009, OCP products (18% of total) and seafood (see Figure 3).

## **WATER**

Morocco's water strategy (January, 2010 synthesis report) notes that in recent years the country has seen an annual water deficit of about 2 billion m<sup>3</sup>. If current growth rates are maintained and practices relating to water use do not change, the deficit is expected to reach 5 billion m<sup>3</sup> in 2030 assuming that demand increases from the current 13.7 billion m<sup>3</sup> to about 16.2 billion in 2030 based on the current levels of supply. While efforts to increase water supply are essential (including transfer schemes and water reuse), managing the demand for water, particularly in the agricultural sector is of paramount importance. Yet today, much of the water used for irrigated agriculture is underpriced relative to the true cost of developing and maintaining the supply systems and, in most cases, metering of the volume of water used is the exception not the rule. Most importantly, the full implications of climate change on rainfall and water supply are still largely speculative. In the agricultural sector, Morocco can build on the existing resilience to unpredictable rainfall patterns but must also implement strategies that will help farmers and business adapt to likely long-term changes.

## **EMPLOYMENT, WOMEN AND YOUTH**

Increased investment is a precondition for job creation and poverty alleviation. The MEC program will focus on improving the business and investment environment by improving services provided to investors, including simplifying investment procedures, promoting policies to attract new investors, and supporting new, environment-friendly technologies.

High rates of unemployment in Morocco create social and economic tensions that are not conducive to maintaining stability and sustaining economic growth. The official national unemployment figure at the end of the third quarter in 2009 was 9.0 percent with the more meaningful urban unemployment figure at 15.9 percent. This represented a slight improvement over the same period in 2008. Yet today, many private enterprises bemoan the fact that labor is in short supply. One reason for this is that low wages for unskilled workers are unattractive to many job seekers. The minimum wage is currently DH 2,010 per month, approximately USD 250. In addition, however, there is a marked shortage of skilled and semi-skilled workers.

## **USAID/MOROCCO'S PROGRAMS PAST AND PRESENT**

MEC will build on what previous USAID programs have accomplished.

***Business Environment.*** A previous USAID program (Improving the Business Climate in Morocco - IBCM) had the goal of improving the business environment in Morocco, working simultaneously on the legal environment (companies in difficulty, promoting alternative dispute resolution), on concrete examples of administrative procedures and on initiating pilot activities in several regions.

The program also led the regional distribution of the Doing Business survey in seven regions. This on-the-ground investigation helped to identify ways of improving administrative productivity (working on building-permit requests, for example) and allowed for the measurement of interest among private and public actors for working and discussing these subjects. Interregional comparison helped promote the dissemination of good practices.

This work led to the implementation of national initiatives (such as the common identifier, e-invest, building permit qualification...) on which the MEC program will be able to capitalize in the two target regions. Looming regionalization will increase competition between and among regions. Even if they evolve in the same legal and regulatory environment, the regions will distinguish themselves based on their specific implementation efforts.

Additionally, on the subject of access to credit for Moroccan companies through the use of collateral, the IBCM program concluded that (i) the need to establish a common business identifier across all jurisdictions thereby facilitating the exchange of information on companies; and (ii) the need to modernize the Commercial Registry as a prerequisite for all interventions related to collateral - which is just one aspect of the overhaul of the business environment. Having access to transparent and reliable financial information on a company is crucial to building the confidence of potential partners and investors (bank, customers, suppliers, shareholders, partners, etc.).

***Agriculture and Water Resources:*** Under the SIWM activity (2000-2004) USAID provided institutional support to the Agence du Bassin Hydraulique (ABH) for Souss-Massa by developing a comprehensive management plan which includes organizational, financial, accounting, and communications components. Pilot projects addressed pollution management and water data harmonization. The installation of telemetry and drip irrigation systems also continued. The small grants program was implemented which included a training component for the grant recipients. Ten NGOs were awarded grants, with eight of the awards already distributed.

The Watershed Protection and Management program (WPM) (2001-2004) promoted the sustainable management of renewable natural resources in the Nakhla watershed and the Souss-Massa area. In the Nakhla watershed, the program expanded previous successful soil erosion control pilot activities to the entire watershed, thereby reducing siltation of the Nakhla reservoir and prolonging its useful life. In Souss-Massa, the team designed and implemented new watershed protection activities to control soil erosion, reduce the spread of desertification, and protect water quality.

In collaboration with Moroccan partners at the national and local levels, the Integrated Agriculture and Agribusiness (IAA) Program (2004-2009) provided technical assistance to foster value chain integration and improve the competitiveness of Moroccan agriculture and agribusiness. Within this context, the IAA Program sought to increase incomes, jobs, and retain added value for Morocco.

IAA worked to analyze and address problems that impede the competitiveness of targeted value chains while pursuing activities that strengthen institutions and the formulation and analysis of agricultural policies in Morocco. IAA also worked to strengthen the capacity of Moroccan farmers and agribusinesses to respond to domestic and international market needs through increased diversification and competitiveness of Moroccan agriculture and livestock. In the Oriental region, IAA supported the lamb meat and aromatic and medicinal plants (AMP) value chains. In the Saiss region, IAA strengthened the olive and caper value chains. In the Gharb-Loukkos region, IAA enhanced the soft-fruit value chain working with a variety of berry crops.

USAID's regional program – Advancing the Blue Revolution (ABRI) – provided support to the Meknès wastewater treatment and reuse scheme in 2009. MEC will provide additional support for this initiative in 2010 by focusing on the specifics of the reuse program.

***Workforce Development:*** The *Advancing Learning and Employability for a Better Future* (ALEF) Project (2005-2009) strengthened the quality and relevance of education and professional training in Morocco for greater integration by graduates into the economic sector. Specifically, ALEF worked at the levels of primary and junior secondary education, in technical professional training for agriculture and tourism and in women's literacy. In the agricultural sector, ALEF collaborated with the Department of Education,

Research and Development (DERD) of the Ministry of Agriculture within the context of the national policy of Competency-Based Training (APC). Activities were focused on three main themes. The first was the creation and validation of a set of short, concentrated modules to foster the personal development of the institutes' trainees. The *Entrepreneurship Spirit Program* (ESP Pro) is a five-day, 35-hour module delivered during the first year of training to endow all agriculture trainees, whose formal instruction is otherwise entirely technical, with the behaviors, skills and attitudes that characterize a successful entrepreneur and employee: confidence, ambition, communication, rigor, foresight, curiosity, perseverance, cooperativeness, etc.

The second theme of technical assistance in agriculture training by ALEF was the strengthening of strategic, functional ties between the training institutes and the professional sector, or employers. The third theme of the ALEF Employment and Training component involved the formal application of APC, capitalizing especially on the close, strategic relations with the professional sector for a highly efficient and effective use of the methodology.

MEC will coordinate and collaborate with other new USAID/Morocco programs and with other donor-funded initiatives in a way that avoids duplication of effort, builds synergy and maintains the unique identity of the USAID programs. The MEC team has held preliminary meetings with ITQANE (Creative Associates) and with YEDI (AED) and has identified several areas of possible collaboration in the Doukkala-Abda region. YEDI's focus on providing basic education to youths that are already out of school appears to align well with potential workforce development activities that MEC will implement. MEC has also agreed to provide other USAID implementers with access to information on MEC grantees and grant applicant to ensure that there is no duplication of funding. MEC has also held informational meetings with MCC/APP, and will ensure that open sharing of information on implementation activities will continue.

## DECENTRALIZATION

Morocco has been decentralizing since 1971, with a major push in 2002 granting local autonomy to municipal governments (*conseils regionaux*) and assigning them administrative tasks, such as granting construction permits and collecting taxes. Lack of municipal government capacity, however, has been compounded by recent corruption scandals, and the *conseils regionaux* vary from proactive to inactive. Full-fledged decentralization in Morocco is likely to take a long time.

The table below present economic data for the two MEC target regions – Oriental and Doukkala-Abda. It is striking that while both regions fall largely in the median range in terms of key economic indicators, household consumption in Doukkala-Abda is strikingly low and rate of growth (2004-2007) in Oriental's average annual consumption is third in the nation. These variations are in part the result of different economic opportunities in the two regions – nearly 27% of the economic activity in Doukkala-Abda is based on industry – but social factors also come into play. MEC's strategy is to recognize the unique challenges and opportunities that exist in each region and to design and implement activities accordingly.

**Table 1: Key economic indicators for the MEC target regions (HCP, 2010)**

Key indicators	Oriental		Doukkala-Abda	
	DH	Rank <sup>1</sup>	DH	Rank <sup>1</sup>

<sup>1</sup> Of 14 regions for which data are available from the HCP

<b>Gross Domestic Product and percentage of Moroccan GDP</b>	31,698 (5%)	8	39,255 (6.4%)	6
<b>GDP per capita</b>	16,214	9	19,433	5
<b>Household consumption</b>	11,570	6	8,866	13
<b>GDP growth rate (%) 2004-2007</b>	5.7%	9	7.0%	6
<b>Average annual growth rate in household consumption 2004-2007</b>	8.7%	3	5.4%	9

MEC will achieve its overarching objective of reducing non-tariff barriers to trade and investment in the two target regions by implementing an innovative, integrated approach that is focused on improving the efficiency and productivity of water used in the agricultural sector including agro-processing. MEC cannot achieve this goal by focusing solely on improving water supply and managing demand. Farmers and businesses must also be able to identify new market opportunities and be able to grasp them quickly through access to capital (credit and investment), ready access to services and streamlined administrative procedures. Growing an agricultural sector that will be able to adapt and even prosper from the socio-economic and environmental changes that will likely occur over the coming decades will also require “retooling” of the workforce both at the farm level and in linked sectors such as agro-processing, financial and information services and marketing. The labor force is available but the skills do not match the needs of the sectors. MEC’s mandate to work on improving the business enabling environment and strengthen the skills of the workforce is therefore critical to the overall strategy for accomplishing MEC’s objectives.

## **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.

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.

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 21<sup>st</sup> 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 follows<sup>2</sup>:

**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%)

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<sup>2</sup> These indicators and targets are presented in the MEC Performance Management Plan, which was submitted to USAID/Morocco on April 17<sup>th</sup> 2010. The PMP has not yet been approved by USAID.

**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.

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

The MEC team has focused principally on meeting regional partners and has not yet met with several GOM agencies who we believe will be important allies and collaborators in implementing MEC-support reforms and pilot activities. These include central actors such as the Ministries of Justice, Interior, Finance and Industry & Commerce as well as groups such as CGEM and OMPIC who are actively engaged in supporting improvements in the business enabling environment.

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 (see diagram below).

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 sector or sub-sector 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 weighting<sup>3</sup> are as follows:

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

## STRUCTURE OF THE QUARTERLY REPORT

This is the second Quarterly Report on the MEC program, which was launched in December 2009. The report covers the period from April 1<sup>st</sup> 2010 to June 30<sup>th</sup> 2010. The Quarterly Report is organized as follows: First, three “thematic” sections 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. Next, a project management section addresses cross cutting themes such as communications and outreach, grants management, and monitoring and evaluation. This particular quarterly report includes a detailed background section, which describes the history of the MEC program in relation to the socio-economic landscape as well as past and present USAID initiatives in Morocco. Future quarterly reports will not include this level of detail in the background section.

## MEETINGS WITH PARTNERS TO DEFINE ACTIVITIES AND TARGETS

During the first seven 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.

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

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<sup>3</sup> These weightings are provisional and will be reviewed with USAID and key partners.

progress and to discuss additional 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.



# COMPONENT 1: TRADE AND INVESTMENT IMPROVED

Improving the Business Climate is aimed at reducing the barriers to investment and conducting business. In effect, the legal and regulatory context dictates the economic climate in which businesses operate in Morocco. These rules are the same for all, in all regions. It is clear, however, that marked regional disparities exist, for example, with regard to attracting investment, administrative practices, or economic performance.

By working in two regions far from central authorities and directly with economic actors and institutions, the MEC Program aims to contribute to regional economic dynamism by improving economic competitiveness in each target region.

Work during the first quarter allowed MEC to make contact with local actors and become familiar with the reality of the two target regions. This necessary dialogue allowed for the reorganization of certain activities that were originally planned and for the initiation of others – especially those that reinforce the synergy across the three MEC components.

## ACTIVITIES PLANNED DURING THE PERIOD (APRIL TO JUNE 30<sup>TH</sup> 2010)

1.1: Key policies in trade and investment supported		Status
1.1.1: Commercial legal system reform	Initiate dialogue with the Ministry of Justice and first work on modernizing the Commercial Registry (determine what a modern Commercial Registry should look like in 2010)	The MEC team has not yet held substantive, technical discussions with the Ministry of Justice.
1.2: Improved capacity for key GOM institutions to implement reforms		
1.2.1: Implement regional surveys relating to business climate	Conduct regional surveys on the prevailing business climate in Oriental and Doukkala-Abda regions	The design of the regional survey was refined through consultation with partners. The proposed indicators have been validated and enhanced by adding a new indicator on cross-border trade.
1.2.2: Targeted support for GOM business environment reform agenda	Dissemination of the evaluation grid for construction permit requests in the two regions	It was decided to delay the dissemination until after the results of the survey.
	Implementation of e-invest in the cities of Oujda, Nador, Safi and El	The regional implementation of e-invest depends on the availability of staff from the partner organizations. It has been agreed with the CRI of

	Jadida	Oujda that this is to take place from mid-August.
<b>1.3: Increased private sector participation in reforms</b>		
1.3.1: Public/private partnerships for export promotion	A diagnostic of “regional marketing” for the two target regions	For the Oriental region, where regional development policy will be finalized in December 2010, workshops to sensitize stakeholders on local marketing have been requested.

## SIGNIFICANT ACCOMPLISHMENTS

Several activities were finalized during the quarter including the design of the regional survey and the evaluation of the pottery sector at Safi. There has been increased dialogue between regional and central partners (AMDI, DCAE, ADA....) on clarifying the scope of planned activities and establishing priorities. The official launching of the MEC program nationally and in the two target regions, enabled us to clarify the specific expectations of our partners.

Three priority activities have emerged that constitute the backbone of the work for the next quarter:

1. The implementation of e-invest in the Oriental region is a strategic priority for the Director of the CRI in Oujda as it creates the structure for future IT systems at the CRI, in particular for the continuous processing of investment projects (from initial contact to the implementation of a project and even the ‘after care’ and follow-up of investors). Note that the Director mentioned the ‘e-regulations’ tool of UNCTAD that he wishes to reactivate, since the Oriental region is still holding the license for Morocco. Similar enthusiasm was expressed by the Wali and the CRI in Safi.
2. The regional surveys appear to be a strategic activity for identifying areas for improvement in the regional business climate. In both regions, the indicators were presented, discussed and validated with some small adjustments. At the request of the private sector (CGEM), an indicator for border trade was added (local operators prefer to send their goods through Tangier or Casablanca rather than Nador because it is faster!). Surveys can be carried out from mid-August after the training of investigators (hired locally).
3. The presentation of the activity originally planned to assess local marketing yielded key information:
  - The Oriental regional authorities are preparing a development strategy (assigned to Valyans) to be delivered in December 2010.
  - The Director of the CRI of Oujda and the CRI representative in Safi understood that local marketing was a tool for promoting regional development. As a result, they asked MEC to await finalization of the regional development strategy since this will provide greater clarity on which local marketing activities the program can support. Nevertheless, we hope to fast-track some pilot activities rather than await the completion of a highly bureaucratic process that is likely to take a considerable amount of time.
  - It was agreed that MEC can take immediate action on sensitizing stakeholders on the subject of local marketing.
  - Finally, in Oriental, the CRI wants to prioritize a regional approach, which means working on a limited pilot area, perhaps Oujda and its surroundings. The same approach would appear appropriate for Doukkala-Abda, which is also a very diverse region.

## **PROBLEMS ENCOUNTERED AND ACTIONS TAKEN**

Work on modernizing the Commercial Registry did not begin because initial meetings with the Ministry of Justice were delayed. If this activity is to be pursued, a meeting should be scheduled during the coming quarter. It would be desirable to clarify the follow-up to this activity.

## **OPPORTUNITIES AND THREATS**

The meetings with the AMDI, the DCAE and the CRI of Oujda illustrated a common desire to reinvigorate dialogue between the AMDI and CRI. The implementation of e-invest in the two regions could present such an opportunity as it involves the sharing of information.

The fact that the Oriental region has commissioned a regional development strategy (this will include the regional coordination of national initiatives which also forms part of the strategic framework of the program) is an opportunity for MEC to align its activities relating to goal-setting and monitoring. The Doukkala-Abda region would greatly benefit from joining this initiative and the program could suggest this.

The Oriental region, through the Director of the CRI, spontaneously proposed the creation of a regional coordination commission to monitor the progress of activities on site. He suggested that the Wali designate a representative for each component.

The Oriental region has a very high profile owing to the royal interest it has received. Donors jostle and many programs are underway or planned. The Wilaya appointed the head of the internal audit division to be in charge of cooperation pending the creation of a dedicated service (or division). This is at the same time an opportunity and a risk for MEC: an opportunity to contribute (through our presence and activities there) to improving the coordination of assistance programs in the region; and the risk of seeing the impact of our activities diluted by other initiatives and reduced in proportion of financial contributions (e.g. the program EU 2011-13 is € 580 M).

## **ACTIVITIES PLANNED FOR THE NEXT QUARTER**

Table 2 presents the activities for the period April 1<sup>st</sup> to June 30<sup>th</sup> 2010 under Component 1.

**Table 2: Component 1 activities planned for July 1<sup>st</sup> to September 30<sup>th</sup> 2010**

<b>1.1: Key policies in trade and investment supported</b>	
1.1.1: Commercial legal system reform	Initiate dialogue with the Ministry of Justice and first work on modernizing the Commercial Registry (determine what a modern Commercial Registry should look like in 2010). It is necessary to clarify the follow-up to this activity.
<b>1.2: Improved capacity for key GOM institutions to implement reforms</b>	
1.2.1: Implement regional surveys relating to business climate	Conduct regional surveys on the prevailing business climate in Oriental and Doukkala-Abda regions
	Implementation of e-invest in the cities of Oujda, Nador, Safi and El Jadida
<b>1.3: Increased private sector participation in reforms</b>	
1.3.1: Public/private partnerships for export promotion	Organization of workshops on regional marketing in the two regions.

# COMPONENT 2: WATER USED SUSTAINABLY FOR AGRICULTURAL GROWTH

The intervention and activities identified under Component 2, water and agriculture, are well within the guidelines of USAID, the Morocco Green Plan (PMV), the National Water Plan (PNE) and National Plan of Irrigation Water Conservation (PNEEI). These guidelines all point to improved profitability and sustainable management of water resources with an impact on productivity, investment in agriculture and trade.

## ACTIVITIES PLANNED DURING THE PERIOD (APRIL TO JUNE 30<sup>TH</sup> 2010)

Planned activity	Expected output/outcome	Status
Task 2.1.1: Consequences of Non-Market Clearing Water Pricing	At national level, assessment of the status of the water pricing reform and analysis of the outcomes and the proposed tariffs readjustment mechanisms of the previous studies and research; at regional level, current pricing and pricing structure and policies.	Postponed
Task 2.1.2: Formulate Agricultural Wastewater Reuse Policy and Procedures at the National Level	Institutional diagnosis and situation analysis regarding the wastewater treatment and reuse regulations	Completed
Task 2.2.1: Develop Institutional and Operational Structures for Agricultural Wastewater Reuse at the Regional Level (Meknès and Oriental)	Finalize pilot project design; develop management decision tools for reuse.	On-going
	Feasibility study on the wastewater reuse downstream of the wastewater treatment plants in Oujda	On-going
Task 2.2.2: Support Implementation of the Maroc Vert Regional Agricultural Plans (RAPs)	Assess the needs of Regional PMV implementation with partners	On-going
	Analysis of selected value chain and elaborate actions plans for better water use efficiency.	Postponed pending work plan approval
Task 2.2.3: Develop Information Management Tools for River Basin Agencies and ORMVAs	Data harmonization in Moulouya	Postponed pending work plan approval
Task 2.3.1: Strengthen Smallholder	Design/select pilot projects, to	On-going

Organization, Management, and Governance to Promote Water Use Optimization	implement in collaboration with regional public institutions and WUA, that promote water use optimization (Drip irrigation, Best production practices, Introduction of high value crops, Demonstration tariffs study	
Task 2.3.2: Promote Optimization of Water Use in Agro-Processing	Conduct a diagnostic of selected agro-processing units in regard to their use of water and propose best practices regarding the optimization of the water use in their process.	Postponed pending work plan approval
Task 2.3.3: Optimize Smallholder Water Use through Development of High Value “Local Product” Value Chains ( <i>produits du terroir</i> )	Analysis of selected <i>produits du terroir</i> value chains and elaborate road maps for improvement	On-going

## SIGNIFICANT ACCOMPLISHMENTS

Based on the consultants’ work in the regions, the MEC team held meetings with consultants to discuss and identify value chains of interest to the program and potential activities to be implemented.

MEC team also identified activities that fall within the institutional support to regional partners, mainly ABH, ORMVA and Regional Agricultural Chambers.

A field trip to Agadir region offered the opportunity for MEC to acquire information on the former SIWM program, implemented by USAID in the Sous-Massa Region. The discussions with regional partners were mainly related to SIWM achievements and any lessons learned that MEC should consider in planning its activities with ABH and ORMVA in Moulouya and Doukkala. The field trip helped the MEC team to gather information on saffron in Taliouine, as a “*produit du terroir*” to consider in MEC activities. There are opportunities that could be captured by the program given the potential results that can be generated.

The preparation and participation to SIAM was the major activities in this month of April.

A report on next steps to be taken regarding the implementation of the ABRI pilot project was submitted to the USAID.

MEC has launched two marketing activities for *produits du terroir* and processed food produced in the target regions.

Regional meetings with partners in ORMVA-M, DPA Oujda, Regional Agricultural Chamber, COLAIMO were held to explore opportunities for collaboration and partnership and also for installing the regional representation of MEC.

A report was submitted on finance models for rural lending and agricultural investment. A proposed pilot lending scheme adapted to the needs of small farmers was submitted to USAID.

A report summarizing the existing policy on treated wastewater reuse submitted to USAID.

Regional meetings were held with partners in ORMVA-M, DPA Oujda and RADEEO to discuss opportunities for AUEAs in the Oriental region that might be of interest to MEC. MEC will consider collaborating on the upcoming study launched by the DRA Oriental on the perceptions of farmers downstream from the WWTP regarding the reuse of treated wastewater in agriculture and the possibilities for water valorization.

The MEC participation at the second SITEau included installing a stand and a presentation as part of the conferences planned for the event. The presentation was on the reuse of treated urban wastewater in agriculture and the case study of the ABRI project in Meknès was discussed.

## **PROBLEMS ENCOUNTERED AND ACTIONS TAKEN**

At this stage, there are no significant problems that need to be addressed.

## **OPPORTUNITIES AND THREATS**

During the SIAM, the MEC team met with some key regional partners who reiterate their support to the program.

There are opportunities in saffron value chain as a *produit du terroir*. The activities in saffron will generate quick results and indicators. MEC has identified potential partners and pilot projects to implement in the saffron sector.

MEC held several meetings with regional partners in Oriental to discuss MEC planning activities that are identified in the draft work plan. All the partners expressed their willingness and interest in partnering with MEC. There are possibilities to support COLAIMO in their newly signed *contrat d'agrégation* with the MAPM, AUEA development for better and more efficient water management and to help the ORMVA and DPA in their efforts to promote exports from the Oriental region to either other regions of Morocco or to international markets.

There is an opportunity for MEC to support the implementation of the new Regional Chamber of Agriculture strategy.

The meeting with YEDI/USAID program identified some possible collaborative opportunities related to youth employment and capacity building that will involve Components 2 and 3 of MEC program.

There are opportunities for MEC to provide institutional support to the DRA of Oriental and DPA of Oujda to implement their study on reuse of treated wastewater in agriculture and on the organization and support of AUEAS in Ain Beni Mathar irrigation perimeter. Opportunities also exist for leveraging funds regarding the implementation of the ABRI pilot project.

ORMVA-M expressed the need for support in the evaluation of subsidies proposals submitted by farmers for FDA funds. Specific software and capacity building of ORMVA-M staff will be a way to respond to this need.

## **ACTIVITIES PLANNED FOR THE NEXT QUARTER**

Table 3 presents the activities for the period July 1<sup>st</sup> to September 30<sup>th</sup> 2010 under Component 2.

**Table 3: Component 2 activities planned for July 1<sup>st</sup> to September 30<sup>th</sup> 2010**

<b>2.2: Improved capacity for key GOM institutions to implement water/agricultural policies</b>	
2.2.1: Develop Institutional and Operational Structures for Agricultural Wastewater Reuse at the Regional Level (Meknès and Oriental)	Finalize pilot project design for treated waste water reuse in agriculture in Meknès.
	Assist the DPA/Oujda and local authorities in Safi in conducting the feasibility study on the wastewater reuse downstream of the wastewater treatment plants.
2.2.2: Support Implementation of the Maroc Vert Regional Agricultural Plans (RAPs)	Analysis market opportunities for selected processed food.
	Analysis of selected value chain and elaborate actions plans for better water use efficiency.
2.2.3: Develop Information Management Tools for River Basin Agencies and ORMVAs	Continue the ongoing work on data harmonization in the ABHs & ORMVAs.
	Organization of a workshop with partners: (i) to discuss the outcomes of the first report on existing IMS diagnostic analysis in ABHs and ORMVAs and (ii) to present the IT developed under SIWM project. Begin the development/implementation of cost-sharing program for purchase of IMS equipment, installation, and training.
2.2.4: Support the implementation of a Management Contract (Gestion Déléguée) for one irrigated perimeter (Doukkala region only)	Assessment of the status of the <i>gestion déléguée</i> study in Doukkala and listing of some national and international experience for benchmarking.
	Data gathering and review of reports and evaluation documents on existing experiences in Morocco (Guerdane's project) and elsewhere. Preparation of a preliminary report on this first assessment.
<b>2.3: Increased private sector participation</b>	
2.3.1: Strengthen Smallholder Organization, Management, and Governance to Promote Water Use Optimization	Design/select pilot projects, to implement in collaboration with regional public institutions and WUA that promote water use optimization (drip irrigation, best production practices, introduction of high value crops, etc.)
2.3.2: Promote Optimization of Water Use in Agro-Processing	Conduct a diagnostic of selected agro-processing units in regard to their use of water and propose best practices regarding the optimization of the water use in their process.
2.3.3: Optimize Smallholder Water Use through Development of High Value "Local Product" Value Chains ( <i>produits du terroir</i> )	Analysis market opportunities for selected <i>produits du terroir</i> .

# COMPONENT 3: WORKFORCE DEVELOPMENT STRENGTHENED

Bearing in mind the shortage of professional 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 youth has 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 alleviating deficits in competence, particularly among youth, and increase their employability. This will allow youth to acquire specific skills related to certain jobs and general skills that will enhance their professional mobility.

For the MEC program to have sustainable impact, it will be necessary to build synergy across the three program Components through collaborative efforts on certain programs that have been selected, including the *Plan Maroc Vert* for the Oriental and Doukkala-Abda regions. 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.

## ACTIVITIES PLANNED DURING THE PERIOD (APRIL TO JUNE 30<sup>TH</sup> 2010)

Planned activity	Expected output/outcome	Status
Assessment of supply-and-demand for skilled workers, supply-and-demand for training, and mechanisms for linking the two in the pottery industry in Doukkala Abda (Safi)	A clear understanding of shortages for workforce development in the pottery industry at the Doukkala Abda region (Safi). A synthetic report should be established.	Completed
Assessment of supply-and-demand for skilled workers, supply-and-demand for training, and mechanisms for linking the two in the agro processing sector in the Oriental region	A clear understanding of shortages for workforce development in the agro processing sector at the Oriental region. A synthetic report should be developed.	Completed
Identification of extension and other activities that can be transferred to the private sector in priority areas in the Doukkala-Abda region.	A clear understanding of activities related to technology transfer and others to be under the responsibility of the private sector in the Doukkala Abda.	Cancelled in order to focus mainly on the aforementioned sectors (agro-processing and pottery) in the two targeted regions

Assessment and analysis of the functioning of professional organizations (including the WUAs) in the Doukkala-Abda region.	Identifying the causes of successes or failures and to make recommendations for revitalizing participatory practices and to improve the performance of these organizations	Cancelled in order to focus mainly on the aforementioned sectors (agro-processing and pottery) in the two targeted regions
Review of the PMP draft report developed by USAID	Make comments and thoughts to improve the PMP draft report	Completed
Develop a SOW for the implementation phase of the workforce development component based on the findings of the assessment study.	SOW developed and approved by USAID	Completed

## SIGNIFICANT ACCOMPLISHMENTS

The main accomplishments from April to June 30<sup>th</sup>, 2010 were as follows:

Team-building within the MEC program and with partners: within the MEC program, everyone is seeking to build synergy, comprehensive integration and collaborative opportunities. With partners at the national and regional levels, there seems to be a high level of motivation and complete adherence to MEC objectives and strategy. The key partners are willing to participate in the implementation of the MEC work plan.

The launching of the workforce supply-and-demand assessment for pottery in Doukkala-Abda (Safi) and agro-processing at the Oriental region is a crucial start-up initiative for MEC. It allowed MEC to identify concrete and urgent activities that should be implemented for each sector in order to respond to the employers' needs for skilled workers. This is particularly the case for agro-processing sector where possibilities for employment are very important either for the existing enterprises or the businesses to be created at the fledgling *Agropôle* in Berkane.

The development of the Component 3 draft work plan for 2010 was a critical exercise for ensuring cross-component integration. Several parameters were taken into account when designing the work plan: interaction with other technical team members of the MEC program, expectations from the national and regional partners, and expectations of USAID.

## PROBLEMS ENCOUNTERED AND ACTIONS TAKEN

The regional partners involved in the workforce assessment study do not usually have a well structured data basis. We have had difficulty in gathering the appropriate information. To resolve these problems, the triangulation technique has been used to make sure that data were reliable.

The regional partners are willing to extend the MEC workforce assessments and activities to other sectors in the future, including renewable energy initiatives in the Oriental region and agro-processing in the Doukkala-Abda region. MEC assured the partners that other sectors will be addressed in the coming years of the MEC program.

## **OPPORTUNITIES AND THREATS**

ANAPEC has initiated studies in the two regions on the future manpower needs in different sectors. These studies will be extremely valuable for the MEC program.

The involvement of two components of the MEC program (Component 1 and Component 3) in conducting the assessment study on the pottery industry in the region of Doukkala-Abda (Safi) is an example of the potential to develop further synergy and integration across MEC components in the future.

The partners at the national and regional level involved in the MEC workforce development activities are highly motivated to participate in the implementation phase.

## **ACTIVITIES PLANNED FOR THE NEXT QUARTER**

Table 4 presents the activities for the period July 1<sup>st</sup> to September 30<sup>th</sup>, 2010 under Component 3.

**Table 4: Component 3 activities planned for July 1<sup>st</sup> to September 30<sup>th</sup> 2010**

<b>3.1: Key policies in workforce development improved</b>	
3.1.1: Policy options to ease labor code rigidity and encourage employment	<p>Initiate the adaptation of employability measures:</p> <ol style="list-style-type: none"> <li>1 - Identify key issues related to the qualification of the workforce in employment and the creation of self employment in the agro processing sector</li> <li>2 - Identify the functions of work with high potential for creating self employment for youth</li> <li>3- Initiate a pilot project focused on adapting the skills profile of the selected work function as a measure of integration and support for creating self-employment among a group of youth.</li> </ol>
<b>3.2: Improved capacity for key GOM institutions to implement workforce development</b>	
3.2.1: Assistance to OFPPT and other training institutions	<p>Initiate the mapping of occupations / jobs in the agro-industry in the Oriental region (segmentation and structure type of jobs / professions):</p> <ol style="list-style-type: none"> <li>1- Determine typical functions of work by segmentation (aggregate of occupations/jobs by specialized versus transversal jobs)</li> <li>2- Determine the functions of work to be prioritized for the pilot projects in order to update or create new training programs and employability measures</li> <li>3- Conduct a situational analysis for the prioritized functions of work</li> <li>4- Develop and validate the profile of skills for the prioritized functions of work</li> </ol>
<b>3.3: Increased private sector participation in workforce development</b>	
3.3.1: Enhance private partnership participation in workforce development	<p>Initiate the development of a qualification program of the employed manpower:</p> <ol style="list-style-type: none"> <li>1- Identify the needs and qualification upgrading of the workforce</li> <li>2- Initiate a pilot project on the qualification of the workforce in the workplace. It is targeted skills upgrading for low skilled employees and producing learning materials and assessment from the profile of skills. Learning should be managed by the private sector through professional associations.</li> </ol>

# PROGRAM MANAGEMENT

## STAFFING

A Water Resources Specialist (Mustafa El Haiba) was engaged as full-time staff for Component 2 through a subcontract with Riverside Technologies, Inc. (RTi) as of June 1<sup>st</sup>. A communications Specialist – Fatima Zahra Naimi was engaged as full-time staff starting on June 1<sup>st</sup>. Yousra El Hatib was engaged as a full-time specialist on Economic Enabling Environment for Component 1 as of June 1<sup>st</sup>. Prior to this date, Ms. El Hatib had been engaged by MEC as a short-term consultant.

The recruitment of additional full-time staff is underway. These include a Grants Manager, Regional Coordinators (one in Oriental and one in Doukkala-Abda), regional office managers (one in each region) and three additional drivers (Rabat, Oriental and Doukkala-Abda). At this time the need for additional long-term technical staff is uncertain. MEC will certainly engage short-term experts to meet several technical needs but a decision as to whether to engage staff on short or long-term contracts awaits finalization of MEC's work plans for 2010 and 2011.

## OFFICES AND ADMINISTRATION

The Rabat office is now functional and installation of the full suite of IT hardware and communications equipment was completed in June 2010.

Office space has been acquired in El Jadida (provided by ORMVA-D) and rehabilitation is underway. We expect the offices will be ready for occupation in mid-August. Office space has also been acquired in Oriental where MEC will co-locate with CRI. Procurement of office furnishings and equipment is underway.

The MEC operations team has now completed the drafting of project manuals, which include Personnel, Finance and Operations Manuals.

## PROCUREMENT

DAI has submitted origin-source waiver requests to USAID for purchasing some IT equipment, and some office furniture in Morocco rather than the US. We await feedback on these requests before procurement is finalized. Expedient procurement of IT hardware (laptops) is especially important since MEC's ability to install its management systems and train staff hinges on having the physical infrastructure in place. A waiver has been obtained for local procurement of project vehicles and we anticipate delivery of four vehicles in late September or early October.

## DELIVERABLES

During the quarter, MEC submitted three monthly reports (for March, April and May).

A revised work plan for 2010 was submitted to USAID on May 4<sup>th</sup> in response to comments received from USAID. We anticipate making additional revisions to the 2010 work plan following comments received from key partners during technical discussions held during regional kick-off meetings in July.

The draft Performance Management Plan was submitted to USAID for review on April 17<sup>th</sup>. The first quarterly report was submitted to USAID on April 17<sup>th</sup>. A draft Grant Manual was submitted to USAID for review on April 18<sup>th</sup>.

The report on taxes paid in Morocco during 2009 was submitted to USAID on April 19<sup>th</sup>.

## COMMUNICATIONS

During the quarter, the MEC program multiplied its various communication efforts with the aim of promoting the program, its objectives and relevant components pending the development of an integrated communications strategy. The program linked media and non media communications via different editions, websites and events.

## EVENTS

**International Moroccan Agricultural Show, 2010 edition:** The MEC program coordinated the design, assembly and organization of the US Government stand at the International Moroccan Agricultural Show (SIAM) held in Meknès from the 28<sup>th</sup> April to the 2<sup>nd</sup> May 2010. MEC also organized a discussion followed by dinner hosting 130 people who discussed opportunities for exporting processed agricultural products to the United States.

**International Water and Sanitation Technologies Show: 2010 edition:** From the 17<sup>th</sup> to the 19<sup>th</sup> June 2010, the MEC program partook in the second edition of SITeau held in Casablanca and inaugurated by the Moroccan Minister of Industry, Trade and New Technologies. The MEC program organized a stand and presented at a conference on the re-use of urban waste water in the framework of the agricultural water enhancement component.

**Kick-off meeting: Launch of the national project:** The launch of the national program occurred in Rabat on the 30<sup>th</sup> June 2010 in the presence of His Excellency the Ambassador of the United States of America and panel of Moroccan senior civil servants including the secretary general of the Ministry of Economic and General Affairs. Altogether, sixty people representing Moroccan public and private institutional partners, as well as representatives of the leading media attended this event. The press release edited by the program in Arabic and French and disseminated by USAID was relayed by no fewer than 6 national media providers including Moroccan radio and television (SNRT), the leading Moroccan daily general information newspapers and numerous Moroccan magazines, blogs and on-line forums.

**Ramadan Youth Outreach:** Since mid June 2010, the MEC program has been participating in the organization of the forthcoming Ramadan Youth Outreach edition (from the 22<sup>nd</sup> to the 28<sup>th</sup> August 2010) via the selection and mobilization of 25 young people originating from the target regions (Doukkala-Abda and Oriental), and the organization of a conference in the framework of this event devoted to the setting up of corporate projects.

## PRINT MEDIA

For the specific needs of SIAM 2010 and pending the development of an integrated communications strategy, the MEC program devised basic graphic elements for communications materials and an introductory brochure in three languages (Arabic, English French). The graphic elements and brochure were developed to answer all the specific needs of SIAM and also to enable the program to operate pending the establishment of an integrated communications strategy (see appendices: multilingual brochures)

## WEB

In support of the MEC participation in the SIAM, a website has been developed to accompany the other program communications endeavors. The website, accessible at: [www.mec.ma](http://www.mec.ma), will be redesigned graphically and structurally as soon as an integrated program communications strategy is completed.

The proposed development of the MEC communications strategy has been delayed until the final quarter of 2010 (July to September). This strategy will focus on three themes:

- Communicating MEC's work and successes
- Communication the broader messages related to improving trade and investment, the efficient management of water resources, and workforce development needs and opportunities
- Supporting the communications and outreach

For each of these themes, the MEC team will establish communications objectives, develop customized messages for different target groups and themes, and design delivery mechanisms using different tools and media to disseminate the messages.

## **MONITORING AND EVALUATION**

The main activities of MEC's Monitoring and Evaluation unit were focused on conducting a baseline survey of current activities in irrigated areas in the Doukkala and Oriental target regions.

In close cooperation with the Agricultural Development departments of the Office Regional de Mise en Valeur Agricole des Doukkala (ORMVA-D) and Moulouya (ORMVA-M) the MEC project developed a program to carry out field surveys of the current land use in the irrigated perimeters served by the ORMVAs. The main goal of these surveys is to determine with reasonable accuracy the acreage planted to different crops in the 2009-2010 cropping season. This baseline cropping pattern will be compared with patterns in the following years in order to assess the impact of the MEC project interventions and other factors affecting farms in the region.

The Cropland Area Survey required the selection of a representative sample of sites in each region. A total of 580 samples were selected in Doukkala and 360 in Oriental regions. The locations of these sample sites were randomly assigned using standard Geographic Information Systems software. In the absence of digitized maps of the irrigated perimeters for each region, MEC developed provisional maps based on visual observations from satellite images for Morocco in the public domain accessible in the Google Earth website. MEC plans to develop more accurate maps of irrigated perimeters by providing the ORMVAs with the necessary software and hardware to establish a GIS and MIS unit to help improve water management.

Field survey teams were trained in the use of handheld GPS equipment to locate the sample sites and to draw maps of plots of land in a circular area within 100 meters of the sample point. Ten surveys teams, each comprised of two persons, were trained in Doukkala and five in the Oriental region to record the field observations in customized charts developed for this purpose. For each parcel of land plotted, the surveyors record the crop or land use and the type of irrigation. On average each team is able to do five to six sites in a work day.

Most of the field observations were carried out during late April and May 2010. Data entry of field observations was started shortly after the survey teams were deployed and continued concurrently throughout. Separate data entry teams were trained in the use of dedicated Excel software for estimating the area of land parcels using the field recordings of GPS coordinates of corner points. Two data entry teams were used in each target region, and they completed the data entry task by mid-June.

Analysis of the collected field data began in mid-June and some preliminary tabulation are already available. More definite results require additional data analysis and preparation of final reports including

crop areas in different irrigated perimeters, mapping of these results, and statistical analysis to determine the accuracy of estimates of crop areas.

The following two tables give the provisional estimates of land use patterns in surveyed irrigated perimeters areas in Doukkala and Oriental regions.

<b>Estimated Crop Areas in Doukkala Region Irrigated Perimeters</b>			
<b>Toutes Cultures -- All Crops -- May 2010</b>			
<b>Culture - Crop</b>	<b>Crop Area</b>	<b>Coefficient of</b>	<b>Standard</b>
	<b>hectares</b>	<b>Variation</b>	<b>Error of Est.</b>
Betterave- Sugarbeets	23,673	5.0%	1,185
Ble - Wheat	45,333	3.7%	1,677
Orge -- Barley	11,451	9.1%	1,037
Fourrage - Forage	19,527	5.2%	1,008
Fruits - Fruits	3,647	20.6%	753
Legumes - Vegetables	9,712	8.0%	775
Autre cultures - Other crops	571	35.5%	203
Jachere - Fallow land	13,027	7.7%	1,008
Non-agricole - Not arable	16,569	6.3%	1,050
<b>Total hectares</b>	<b>143,509</b>		

Source: ORMVA/Doukkala et MEC Baseline Cropland Area Survey, May 2010

Table 5: Estimated crop areas in the Doukkala Region irrigated perimeters

<b>Cropping pattern in irrigated perimeters in Oriental Region</b>						
<b>ORMVA - Moulouya. May 2010</b>						
<b>Land Use</b>	<b>Hectares</b>	<b>Percent</b>	<b>Variance</b>	<b>Std Error</b>	<b>Coff. Var.</b>	
<b>CLE Clementine</b>	10,208.2	13.1%	1,217,277	1,103.3	10.8%	
<b>NAV Navel</b>	6,091.7	7.8%	574,290	757.8	12.4%	
<b>BTV Betterave</b>	6,259.0	8.1%	831,962	912.1	14.6%	
<b>BLE Ble</b>	6,113.0	7.9%	695,933	834.2	13.6%	
<b>ORG Orge</b>	7,453.5	9.6%	898,515	947.9	12.7%	
<b>FRG Fourrages</b>	6,483.0	8.3%	823,896	907.7	14.0%	
<b>FRT Fruits</b>	8,877.5	11.4%	1,138,676	1,067.1	12.0%	
<b>VEG Legumes</b>	4,697.5	6.0%	496,078	704.3	15.0%	
<b>OCU Autre cultures</b>	897.5	1.2%	175,856	419.4	46.7%	
<b>JCH Jachere</b>	9,549.6	12.3%	1,181,059	1,086.8	11.4%	
<b>NAG Non-agricole</b>	10,088.8	13.0%	1,050,972	1,025.2	10.2%	
<b>NID Non-identifie</b>	976.8	1.3%	158,713	398.4	40.8%	
<b>Total</b>	<b>77,696.18</b>	<b>100.0%</b>				

Source: ORMVA-Moulouya et MEC Baseline Cropland Area Survey, May 2010

Table 6: Cropping pattern in irrigated perimeters in the Oriental Region

## GRANTS ACTIVITY

MEC has a budget for Grants-Under-Contract of \$5 million in the base period (ending September 30<sup>th</sup> 2013) and an additional \$1,375 million in the option period (October 1<sup>st</sup> 2013 to September 30<sup>th</sup> 2014). MEC has submitted a draft Grant Manual to USAID for review prior to launching the initiative.

## **SUBCONTRACTS**

DAI proposed three institutional subcontractors under MEC – Morocco Trade and Development Services (MTDS); Riverside Technologies, Inc. (RTi) and ECO-Consult (Jordan). The subcontracts with MTDS and RTi have been approved by USAID and have been fully executed by DAI.

## **TRAINING**

Training of ORMVA staff in Cropland Area Survey techniques and data analysis was conducted during the quarter. The details are described above and in Annex 3.

## **UPCOMING ACTIVITIES**

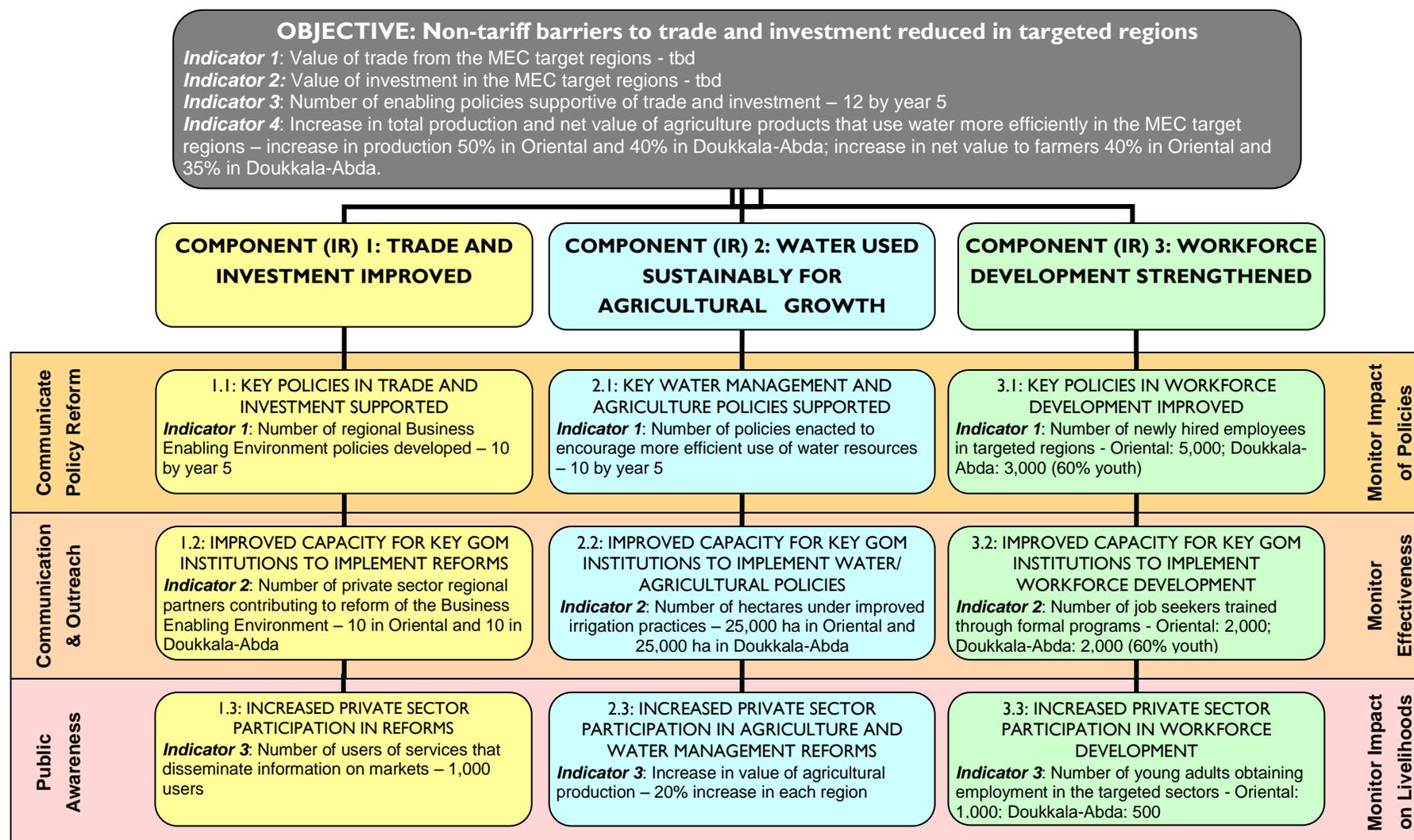
During the fourth quarter of FY2010, MEC project management activities will include the implementation of a project management system and training of all staff in its use. The system will enable real-time communications across the three project offices as well as with US-based support staff and with USAID via the Internet. The system will also enable MEC to have real-time web-site update capacity.

MEC will also develop of a comprehensive communications and outreach plan, which is outlined in the 2010 work plan.

MEC will prepare a PERSUAP covering anticipated activities in the agricultural sector and will also develop an Environmental Management Plan (EMP) that will cover all implementation activities. The EMP will integrate the environmental screening procedures that are described in the MEC Grant Manual and will also adhere to the provisions and guidance of the PERSUAP.



## ANNEX 1: MOROCCO ECONOMIC COMPETITIVENESS RESULTS FRAMEWORK



## **ANNEX 2: DOCUMENTS SUBMITTED TO CDIE/DEC**

No documents were submitted to CDIE/DEC during the quarter.

### ANNEX 3: TRAINING EVENTS WITH STATISTICS

Subject	Location	Date	Number of participants	
			F	M
Crop area survey techniques	El Jadida	23 <sup>th</sup> & 24 <sup>th</sup> April, 2010	2	20
Crop area survey techniques	Berkane	13 <sup>th</sup> & 14 <sup>th</sup> May, 2010	0	15
Data entry methods	El Jadida	19 <sup>th</sup> & 20 <sup>th</sup> May, 2010	2	6
Data entry methods	Berkane	1 <sup>st</sup> & 2 <sup>nd</sup> June, 2010	2	2
Yield surveys	El Jadida	6 <sup>th</sup> & 7 <sup>th</sup> June, 2010	2	10
Yield surveys	Berkane	10 <sup>th</sup> – 12 <sup>th</sup> June, 2010	0	10

## ANNEX 4: SHORT-TERM TECHNICAL ASSISTANCE

NAME	ASSIGNMENT	DATES	LOE
LARA GOLDMARK	HOME OFFICE TEAM LEAD	JAN 1 <sup>ST</sup> – MAR 31 <sup>ST</sup>	32.38
OLUTAYO AKINGBE	PROJECT START UP SPECIALIST	JAN 1 <sup>ST</sup> – FEB 3 <sup>RD</sup>	17.32
KJARTAN SORENSEN	BUSINESS PROCESS IMPROVEMENT SPECIALIST	JAN 12 <sup>TH</sup> – MAR 31 <sup>ST</sup>	30
YOUSRA EL HATIB	EEE SPECIALIST	FEB 1 <sup>ST</sup> – MAY 7 <sup>TH</sup>	60
WILLIAM FELLOWS	VENTURE CAPITAL OPPORTUNITIES	FEB 1 <sup>ST</sup> – JULY 15 <sup>TH</sup>	70
MHAMMED TAYAA	WATER RESOURCES SPECIALIST	FEB 1 <sup>ST</sup> – APR 30 <sup>TH</sup>	20
DRISS OUAZZAR	WATER INFORMATION SYSTEM SPECIALIST	FEB 1 <sup>ST</sup> – APR 30 <sup>TH</sup>	20
DRISS MESSAHO	AGROPROSESSING SPECIALIST	FEB 8 <sup>TH</sup> – APR 30 <sup>TH</sup>	20
OUIAM LAHLOU	WATER USER ASSOCIATION SPECIALIST	FEB 8 <sup>TH</sup> – APR 30 <sup>TH</sup>	20
SAID OUATTAR	WATER AND AGRICULTURAL MANAGEMENT SYSTEMS SPECIALIST	FEB 8 <sup>TH</sup> – APR 30 <sup>TH</sup>	35
FRANCINE ST-GEORGE	WORKFORCE DEVELOPMENT SPECIALIST	MAR 22 <sup>ND</sup> – MAY 31 <sup>ST</sup>	30
HELENE KIREMIDJIAN	COMMUNICATIONS SPECIALIST	DEC 11 <sup>TH</sup> – MAR 25 <sup>TH</sup> MAR 26 <sup>TH</sup> – JUN 18 <sup>TH</sup>	60 45
AHMAD ABU-AWWAD	MEKNES WASTE-WATER REUSE ASSESSMENT	JUNE 1 <sup>ST</sup> – SEPT 30 <sup>TH</sup>	20
JIM THALLER	MARKETING PRODUITS DU TERROIR	JUNE 10 <sup>TH</sup> – SEPT 30 <sup>TH</sup>	20
MATT NUSSBAUM	US MARKETS FOR MOROCCAN PROCESSED AGRICULTURAL PRODUCTS	JUNE 10 <sup>TH</sup> – SEPT 30 <sup>TH</sup>	30
SANJIN SAHAJIC	IT SUPPORT FROM DAI	JUNE 15 <sup>TH</sup> – JULY 15 <sup>TH</sup>	17
KJARTAN SORENSEN	E-INVEST	JULY 1 <sup>ST</sup> – SEPT 30 <sup>TH</sup>	40
FRANCINE ST GEORGE	WORKFORCE DEVELOPMENT	JULY 1 <sup>ST</sup> – AUG 31 <sup>ST</sup>	6

