



USAID
FROM THE AMERICAN PEOPLE

MOROCCO ECONOMIC COMPETITIVENESS PERFORMANCE MANAGEMENT PLAN – 2011 REPORT



FEBRUARY 2012

MEC DOCUMENT 69

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

MOROCCO ECONOMIC COMPETITIVENESS:

PERFORMANCE MANAGEMENT PLAN – 2011 REPORT

Submitted to USAID/Morocco, Economic Growth Office - Assistance Objective 3: Reduced barriers to trade and investment

By DAI

Contract Number: EEM-I-00-07-00009-00: Task Order Number: EEM-I-07-07-00009

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.

Morocco Economic Competitiveness Program

8, rue du Rif

Souissi

10 000 Rabat

Morocco

Tel: (212) 05 37 63 05 59

Fax: (212) 05 37 63 05 61

andrew_watson@dai.com

<http://www.mecprogram.ma>

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.

TABLE OF CONTENTS

ACRONYMS.....	III
EXECUTIVE SUMMARY	1
BACKGROUND.....	5
PERFORMANCE MONITORING.....	6
MONITORING CRITICAL ASSUMPTIONS.....	7
MONITORING OVERARCHING IMPACT	7
PROJECT-SPECIFIC PERFORMANCE AND IMPACT MONITORING	8
MONITORING GRANT ACTIVITIES	8
MONITORING CUSTOMER SATISFACTION	9
ANALYZING DATA AND REPORTING RESULTS.....	9
ANNEX 1: MOROCCO ECONOMIC COMPETITIVENESS RESULTS FRAMEWORK (DRAFT).....	49
ANNEX 2 A: POLICY AND REGULATORY REFORM MATRIX – COMPONENT 1: TRADE AND INVESTMENT	51
ANNEX 2 B: POLICY AND REGULATORY REFORM MATRIX – COMPONENT 2: WATER MANAGEMENT	57
ANNEX 3: TRACKING PERFORMANCE AND IMPACT	63

TABLES

Table 1: Monitoring Critical Assumptions	11
Table 2: Overarching Impact Indicators	12
Table 3: Overarching Impact Targets	14
Table 4: Component 1.1 Indicators	17
Table 5: Component 1.1 Targets	19
Table 6: Component 1.2 and 1.3 Indicators	21
Table 7: Component 1.2 and 1.3 Targets	23
Table 8: Component 2.1 Indicators	25
Table 9: Component 2.1 Targets	27
Table 10: Component 2.2 Indicators	29
Table 11: Component 2.2 Targets	31
Table 12: Component 2.3 Indicators	33
Table 13: Component 2.3 Targets	35

Table 14: Component 3 Indicators	38
Table 15: Component 3 Targets	39
Table 16: Grant Indicators	42
Table 17: Grant Targets	43
Table 18: Monitoring Customer Satisfaction—Indicators	45
Table 19: Monitoring Customer Satisfaction—Targets	46
Table 20: Matrix for Rating Performance in Trade and Investment – Policy/Procedures/ Administrative changes	54
Table 21: Matrix for Rating Performance in Water Management – Policy/Procedures/ Administrative changes	60

ACRONYMS

ABH	Agence de Bassin Hydraulique
ADS	Automated Directives System
AMP	Aromatic and Medicinal Plants
ANAPEC	Agence Nationale de Promotion de l'Emploi et des Compétences
AUEA	Association des Usagers de l'Eau Agricole
CBI	Common Business Identifier
CNEA	Comité National de l'Environnement des Affaires
CNSS	Caisse Nationale de Sécurité Sociale
CRI	Centre Régional d'Investissement
DAI	Development Alternatives, Inc.
DH	Dirham
DPA	Direction Provinciale de l'Agriculture
EACCE	Etablissement Autonome de Contrôle et de Coordination des Exportations
EG	Economic Growth
EU	European Union
GDA/PPP	Global Development Alliance/Public-Private Partnership
GIAC	Groupe Interprofessionnelle d'Aide et de Conseil
GIS	Geographic Information System
GOM	Government of Morocco
HCP	Haut Commissariat au Plan
MCC	Millennium Challenge Corporation
MCE	Ministère de Commerce Extérieur
MDH	Million dirham
MEC	Morocco Economic Competitiveness program

MIS	Management Information System
NGO	Non-Governmental Organization
OFPPT	Office de la Formation Professionnelle et de la Promotion du Travail
ORMVA-D/-M	Office Régional de la Mise en Valeur Agricole (D – Doukkala ; M – Moulouya)
PMP	Performance Management Plan
PMV	Plan Maroc Vert
RADEEO	Régie Autonome de Distribution d'Eau et de l'Electricité (Oujda)
RADEEM	Régie Autonome de Distribution d'Eau et de l'Electricité (Meknès)
SEEE	Secrétariat d'Etat Chargé de l'Eau et de l'Environnement
SMS	Short Message Service
USA	United States of America
USAID	United States Agency for International Development
USD	US dollars

EXECUTIVE SUMMARY

This document is the second annual report (2011) on the Morocco Economic Competitiveness program (MEC) Performance Management Plan (PMP). The PMP is designed to provide accurate and timely information to MEC, USAID/Morocco and partner organizations from the public and private sectors on progress made toward achieving MEC objectives. The PMP is a crucial component in the management strategy since it provides MEC and our partners with the information needed to gauge progress against predetermined targets and milestones. We have structured the PMP around the MEC Results Framework, which comprises tertiary level tasks that contribute to achieving intermediate results that in turn will contribute to meeting the overarching objectives of USAID/Morocco's Economic Growth program: **Reduced barriers to trade and investment in target regions**. The PMP identifies outputs at the level of individual tasks (gauging MEC performance) and outcomes at the level of intermediate results and overarching objectives (gauging MEC impact).

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

Objective: Reduced barriers to trade and investment in target regions

Indicator 1: Value of trade from the MEC target regions to (a) other countries and (b) other regions in Morocco – Oriental: (a) \$40 million; Doukkala-Abda: (a) \$60 million (doubling 2008 levels). Data are not available from GOM (EACCE) for 2011.

Indicator 2: Value of investment in the MEC target regions in MEC selected sectors – Oriental (agri-business): \$40 million; Doukkala-Abda (agri-business and pottery): \$20 million in 2014. In 2011, investment in agro-processing in Oriental was \$50 million (doubling the MEC target) and \$20 million in Doukkala-Abda (2011 target was \$12 million)

Indicator 3: Number of enabling policies supportive of trade and investment – 12 by year 5. The revised indicator is the number of diagnostic studies completed. MEC completed 4 in 2011. The target was 3.

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. In 2011, the tonnage of agricultural production saw a 2.3% decrease in Oriental and a 7.1% increase in Doukkala-Abda. Net value of crops in 2011 showed a 5.1% increase on 2010 in Oriental and a 14.5% increase in Doukkala-Abda. The 2011 targets were 10% for Oriental and 5% for Doukkala-Abda. We feel that changes in the tonnage of production are not a valuable indicator since we are “mixing apples and oranges” – more precisely, conversion from crops that have high tonnage/ha (such as sugar beets) to higher value crops such as clementines

that have lower tonnage is a positive development in terms of water efficiency and revenues for farmers.

Component 1: Trade and investment improved

Indicator 1: Number of trade and investment partnerships developed – 8. The MEC target for 2011 was 2 and we helped develop 4.

Indicator 2: Number of professional and civil society associations participating in regional Business Environment committees – 2 in each region. The 2011 target was one in each region and MEC facilitated 4 in all (two in each region).

Indicator 3: Number of MEC assisted “matches” between either foreign investors or major Moroccan investors in target regions – 6. The 2011 target was one in each region. We supported the development of 3 in Oriental and 6 in Doukkala-Abda.

Component 2: Water used sustainably for agricultural growth

Indicator 1: Scored rating of progress in institutional strengthening, implementation and service delivery – 100% by 2014. We accomplished 26% against a 2011 target of 50%.

Indicator 2: Number of hectares under improved natural resource management – 25,000 ha in Oriental and 25,000 ha in Doukkala-Abda (this is a revised indicator). The 2011 targets are 1,000 ha for Oriental and 12,000 ha for Doukkala-Abda. MEC grants activities are supporting improved management of over 20,000 ha in Oriental though activities are still in their early stages.

Indicator 3: Increase in value of agricultural production from farms in irrigated perimeters in MEC target regions – 20% increase in each region. The 2011 target was 5% in each region. Based on MEC crop surveys, we can calculate that the increase in value in Oriental was 13.9% and in Doukkala-Abda it was 14.5%.

Component 3: Workforce development strengthened

Indicator 1: Number of new jobs in targeted sectors in target regions – Oriental: 1,000 (male: 500; female: 500; youth 60%); Doukkala-Abda: 1,000 (male: 500; female: 500; youth 60%). The 2011 target was 25 in each region. MEC supported helped 41 people (24 women) in Doukkala-Abda improve their jobs and 14 (2 women) in Oriental.

Indicator 2: Number of new businesses established by young trainees assisted by MEC– Oriental: 10 (male: 5; female: 5) Doukkala-Abda: 10 (male: 5; female: 5). The 2011 target was two in each region. MEC helped two people (one in each region) create new enterprises.

Indicator 3: Number of youths finding employment as a result of MEC-supported training initiatives – Oriental: 200 (100 male, 100 female); Doukkala-Abda: 150 (75

male; 75 female). Zero to date though the MEC initiative to formalize the Moqaf system of itinerant, seasonal labor in agriculture in Berkane is advancing. If successful, this MEC initiative promises to create several hundred better jobs in 2012 and could be a model for improving working conditions for tens-of-thousands of unskilled and semi-skilled workers through Morocco.

Wherever possible, we have aligned MEC indicators with appropriate USAID EG indicators. In addition to these overarching and component specific targets, MEC will also measure performance and impact of the cross-cutting grant initiative and will monitor customer satisfaction based on periodic surveys of partners and beneficiaries.

In this PMP report, we have modified several indicators to align them with USAID/Morocco's EG Office's Assistance Objective indicators. We have noted where indicators and targets have been changed and we have also referenced the specific EG indicators that we are reporting against with hyperlinks to more detailed information in the Annexes. In early 2012, we will be completely revising the MEC PMP to align it with the recently restructured scope of work for the MEC Task Order. This will provide us with an opportunity to further refine the causal model upon which MEC is built and to revise indicators and targets as needed.

Overall, MEC performance in 2011 is meeting or exceeding expectations across most of the indicators that are aligned with the EG PMP. Nevertheless, there are several other targets that are not being met either because activities have not yet started or because implementation has been slower than anticipated. The upcoming modification to the MEC scope of work will present an opportunity to cancel several tasks that are not GOM priorities at this time. The modification and subsequent revision to the MEC PMP will also enable us to revisit some targets that were either overly ambitious or unrealistic given the need for strong buy-in and support from the GOM.

In this PMP report, we have reported on grants activities for the first time and also reported against MEC's customer satisfaction indicators. Under both categories MEC is generally performing at or above targets and expectations.

BACKGROUND

The Morocco Economic Competitiveness (MEC) program, a four-year USAID program with an additional option year, takes a multi-sectoral approach to reduce barriers to productivity, trade, and investment in Morocco. MEC's strategic vision is as follows "The Economic Growth assistance objective is centered on one key principle – that broad-based economic growth is the strongest lever to reduce poverty and ensure that youth have the opportunity to become productive and engaged members of society. Because unemployment is the main determinant of poverty, job creation continues to be on the top of the Government of Morocco's priorities and is being addressed by a variety of Government of Morocco (GOM) and donor interventions at all levels." USAID/Morocco's economic growth objective is to "reduce barriers to trade and investment in targeted regions" – which are Oriental and Doukkala-Abda. Three Intermediate Results will contribute to achieving this objective:

- 1 – Trade and investment improved
- 2 – Water used sustainably for agricultural growth
- 3 – Workforce development strengthened

MEC represents a significant opportunity to build on and integrate these three Intermediate Results (IRs) in creative and forward-looking ways to create broad-based economic growth to reduce poverty and engage youth to become productive Moroccans. 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.

Annex I presents a graphic representation of the causal linkages between MEC tasks, intermediate results and overarching objectives. 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 initiatives.

MEC will focus its sustainable development activities in two regions: Oriental and Doukkala-Abda. The program will conduct activities as part of a continuous dialogue with the *Wali* but within the broader, national context established under the *Plan Emergence*. MEC will conduct water and agriculture work aligned with the *Plan Maroc Vert*, with export promotion work including *Plan de l'Emergence* sectors. Professional training will focus on targeted investment and trade in agriculture and related sectors.

DAI uses its web-based management information system (MIS) to integrate work plan management, impact and performance monitoring, and project administration into a single,

easy-to-use information system. Project staff are able to house tools that they develop, such as workshop and training planning and documents; drafts of reports, to be shared among staff, USAID, and collaborating local partners before being published on the MEC website; and project deliverables, such as quarterly progress reports and financial reports.

PERFORMANCE MONITORING

The Performance Management Plan, housed in the project MIS described above, compiles and track performance monitoring information, including Foreign Assistance Framework common indicators as well as custom indicators. The system also reports qualitative information, such as anecdotal experiences submitted by local partners, which can be published as success stories.

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

An efficient monitoring system must be built around good indicators, cost-effective data collection, rigorous analysis, and efficient reporting procedures. The criteria for selection of good indicators include that they are pertinent and unequivocal; that they are objective and assist in decision making; and that they are readily understandable. Moreover, they should be based on parameters that are quantifiable, and readily measured at a reasonable cost. In most instances, the careful selection of a few pertinent indicators that are easily measured is preferable to having numerous indicators that require complex procedures for data acquisition. Such an approach also fulfills the requirements of USAID/Washington.

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

The performance and impact monitoring reports strive to be both candid and transparent. Wherever appropriate issues of data quality are discussed and any instances of under-performance relative to our established targets are accounted for and explained.¹

¹ ADS 203.3.2.2 (c) states: Candor and transparency in reporting involves three interrelated actions: (1) assessing the quality of data we use to report progress and stating known limitations; (2) conveying clearly and accurately the problems that impede progress and our efforts to address them; and (3) avoiding the appearance of claiming those results achieved with or by others as our own.

The following tables (1 to 19) provide five categories of information that are integral to a rigorous Performance Management Plan:

- Monitoring critical assumptions (Table 1)
- Monitoring overarching impact (Tables 2 and 3)
- Impact indicators that measure progress on achieving the targets identified for the three tasks of the MEC contract and performance indicators to gauge progress relative to specific targets. (Tables 4 to 15)
- Monitoring performance and impact of grants (Tables 16 and 17)
- Indicators of customer and stakeholder satisfaction with MEC and partner services and their impact (Tables 18 and 19).

MEC's Performance Management Plan is founded on the principle that we cannot simply assume that achieving our performance targets will automatically result in meeting our objectives with regard to the impact we anticipate and also that our customers and partners will be happy with the results. In effect we have identified three types of indicators:

- performance indicators that are essential for gauging progress in completing proposed project activities;
- impact indicators that are essential for measuring success in meeting sustainable development objectives and building capacity for improved trade and investment; and
- indicators that gauge the level of customer or stakeholder satisfaction with the improved services that MEC and our partners will provide.

MONITORING CRITICAL ASSUMPTIONS

The attainment of project goals is usually conditional upon certain external factors remaining unchanged or any expected changes occurring as anticipated. These can be regarded as assumptions critical to the timely and successful accomplishment of project goals. They must be monitored in order to ascertain whether any failure to achieve project objectives is the result of internal, manageable factors or uncontrollable, external forces. We have identified three critical assumptions that relate to political, legislative and financial support for trade and investment in Morocco and MEC in particular, and three measures of economic and environmental stability (see Table I). While these are largely qualitative indicators, they provide an overall framework for gauging responsiveness to the trade and investment agenda in Morocco. If necessary, they can be refined at a later date to be more quantitative.

MONITORING OVERARCHING IMPACT

Overarching impact indicators allow monitoring of MEC and related initiatives' impact on fundamental trade and investment climate and socioeconomic conditions. Indicators that are closely linked to annual performance goals may be too narrowly focused to provide an assessment of these broader objectives. We have selected four overarching indicators that help gauge the impact of MEC on trade and investment as well as employment rates

disaggregated by age and gender. Some illustrative indicators and suggested targets are presented in Tables 2 and 3.

This initiative is coordinated with GOM partner organizations to identify indicators that meet the needs of several partners, avoid duplication of efforts, and establish procedures for sharing the costs of data collection, analysis and reporting.

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. The MEC program works to identify tangible, short-term improvements to trade and investment: through simplification and removal of regulatory roadblocks affecting business, by contributing to increased productivity in high-potential agricultural and export sectors, and through the implementation of a privately-led, market driven approach to the development and deployment of human resources. Practical, visible, tangible benefits from regional activities will contribute to – and at times, may even initiate – change processes taking place in the longer term and at a larger (national) scale. The program's focus on leveraging existing resources and facilitating partnerships to increase the impact of other sustainable development and investment initiatives in the targeted regions of Morocco presents a special challenge in project monitoring. In many cases, it is not possible to isolate (single out) our impacts from those of our partners. We note that the desire to demonstrate project impacts may, in some instances, create a disincentive for partnerships.

MEC convenes regular meetings with local partners in the two regions to review annual work plans and progress toward achieving goals and objectives. These meetings provide forums to discuss collaboration with other initiatives and provide MEC with a way to ensure that USAID's contribution to regional development initiatives takes into account the efforts and support provided by other donors and GOM agencies. The region forums also provide opportunities to review progress and to discuss additional opportunities for collaboration.

PROJECT-SPECIFIC PERFORMANCE AND IMPACT MONITORING

For each of the three MEC component results and their respective activities, we have identified indicators and targets (Tables 4 to 15). This monitoring and management plan allows periodic assessments of performance toward achieving project goals and objectives.

MONITORING GRANT ACTIVITIES

Given that the MEC Competitiveness Grants Initiative is intended to finance innovative pilot initiatives that promote trade and investment, more productive use of water resources and generate employment for women and youth, it is particularly important that grant recipients participate in the development and implementation of an appropriate M&E plan to be able to assess objectively their performance and impact.

It is essential that procedures are neither complex nor time-consuming. For example, if the area under improved water resource management is to be reported, this can be recorded

once a year at the end of the planting season. At another time of year, the completion of other on-farm activities such as measures for improving quality of produce or marketing initiatives can be recorded. MEC has established guidelines for participatory monitoring by recipients of MEC grants. It is anticipated that the collection of certain types of data such as that relating to water resource management and economic indicators will require additional expertise.

The role of MEC staff is one of initial training of partners and beneficiaries followed by periodic collection of data from log books, analysis of data, and reporting to end-users such as USAID and key regional partners. MEC staff members also have a role in ensuring the completeness and accuracy of data collected by farmers, businesses and other program beneficiaries.

Beneficiary-based approaches can be established for collecting data pertaining to gender-specific indicators. These include women's participation in decision-making, access to land, participation in training programs, and so on. This is critical because women are often most affected when resources are depleted: it is women that have to spend more time and energy accessing clean water and other household needs. All indicators on participation will disaggregate data on the basis of gender and age. By monitoring participation indicators in a disaggregated manner, it is easier to assess the positive and negative impacts of project activities on women and youth, such as their participation rates, amount of time devoted to project activities, and impacts on other uses of their time. Beneficiaries will be aware of how the project affects different target groups in different ways and can seek ways to mitigate any unforeseen, negative impacts.

MEC staff work with grant recipients to design, implement and review the monitoring systems. We acknowledge that one of the main reasons for insisting that each grantee implements a performance and impact monitoring system is to enable MEC to draw lessons from grantee experience and then disseminate this information to our partners and other grantees. This notwithstanding, the monitoring systems play a dual role: they are also intended to improve management of the grants and grant-funded activities by the recipients. To ensure that this objective is met, the MEC team assists grantees undertake participatory reviews based on the monitoring systems. Through these reviews, we help instill many of the principles and techniques of adaptive management into the organizations that we work with and support.

MONITORING CUSTOMER SATISFACTION

Indicators that gauge the level of customer or stakeholder satisfaction with the training and knowledge management services that MEC and our partners will provide are presented in Tables 18 and 19. Data requiring customer surveys in the field are collected on an annual basis.

ANALYZING DATA AND REPORTING RESULTS

The MEC Performance Management Plan is managed using the MEC MIS. The MIS enables MEC team members - whether they are in Rabat, the target regions or Bethesda, Maryland

and other locations, to enter data and review overall progress. The added capacity to link the MIS databases to a Geographical Information System enables us to report progress against our targets by region or specific site. Most importantly, we are able to provide maps and other graphics that help our partners visualize performance and impact of MEC and our partners.

MEC prepares periodic reports on progress toward meeting performance and impact targets. Information on critical indicators is incorporated in quarterly progress reports.

Table I: Monitoring Critical Assumptions

Objective: Reduced Barriers to Trade and Investment in Targeted Regions						
Assumptions:	GOM support for economic reform	EC and USG commitment to trade liberalization	Global trade improves	Support for MEC	Economic stability	Environmental stability
Definition	Government of Morocco continues to support economic reform and implementation and specifically the objective of private sector-led growth	The European Community and the US Government maintain their current commitment to trade liberalization	Post-recession improvements in international trade are sustained	Government of Morocco and USAID support for MEC is maintained	Recovery from the current/recent global recession is maintained	Environmental conditions in Morocco remain conducive to agricultural development with no significant deterioration in climatic trends, population patterns, etc.
	Major constitutional reforms have been adopted in 2011 and legislative elections in November 2011 resulted in a new national government.	High unemployment and near recessionary conditions in the EU and the USA has depressed demand for imports but so far no major protectionist measures have been taken.	The worldwide economic and financial crisis has greatly reduced trade flows, especially exports to EU countries and the United States	Arab Spring events in early 2011 led to a re-evaluation of the objectives for USAID policy and programs in Morocco, with greater focus on youth employment.	The financial instability in the United States and the European Union has affected Morocco, but the value of the Dirhams has remained remarkably stable, though a gradual depreciation is now taking place.	Despite concerns about global warming and more arid conditions in Morocco, actual precipitation during the past three winters has been favorably above average in many parts of the country.

Table 2: Overarching Impact Indicators

Objective: Reduced Barriers to Trade and Investment in Targeted Regions				
	Overall Impact 1	Overall Impact 2	Overall Impact 3	Overall impact 4
Performance Indicator	Value of trade	Value of investment	New: Number of changes in trade and investment capacity building diagnostics	Increase in total production and net value of agriculture products that use water more efficiently in the MEC target regions
Indicator Definition	Annual value in US dollars of agricultural products exported from the MEC target regions to (a) foreign countries and (b) other regions in Morocco. The following will not be included in the statistic: 1 – Value of non-agricultural goods traded with other regions of Morocco; 2 – Value of tourism and other services; 3 – Value of exported manufactured goods, which generally are not quantifiable by region; 4 – value of minerals, fish and fisheries products exported	Annual value in USD of declared investment reported by the Regional Investment Center (CRI) for new investment, on MEC selected sectors (agri-business and pottery). The following will not be included in the statistic: 1 – Investments made by local farmers or enterprises because these are generally not reported; 2 – investments in housing construction by households	New: Cumulative number of major trade and investment capacity building diagnostics in the MEC target regions	Percentage increase in 1 – production in tonnes; and 2 – net value to producers in USD of agricultural products that optimize water use in the Oriental and Doukkala-Abda regions – target crops to be defined
Unit of Measurement	USD	USD	Number of specific policy reforms issued and published	1 – Percentage 2 – Percentage
Data Source	EACCE (Etablissement Autonome de Contrôle et de Coordination des Exportations), Ministry of Foreign Trade statistics, HCP and others	Regional Investment Centers (CRI's) in the MEC target regions	Publicly announced policies issued by various government agencies in the Bulletin Officiel or other media	MEC
Method/Approach of Data Collection	Statistics from EACCE and MCE. Inter-regional exports estimated as production less consumption.	Requests for data from CRI's in two target regions	Review of official, public announcements	Sample surveys of irrigated perimeters done by ORMVAs with MEC support; reports by farmers to extension agents on crop plantings; MEC surveys of market prices
Annual cost of data	\$1,000	\$1,000	\$1,000	Included in 2.2.2

acquisition				
Schedule/ Frequency	Quarterly for general exports from MCE. EACCE publishes annual reports for the previous agricultural export season	Annually	Quarterly	Annual
Reporting	Quarterly and annual, depending on source.	Annual	Annual	Annual
End Users	MEC, USAID	MEC, USAID	MEC, USA	MEC, USAID, ORMVAs, private sector

List of likely policy/procedure/regulation changes:

Price and market information

- Disseminate prices at Berkane wholesale market
- Disseminate prices at Casablanca, Rabat, and other major wholesale markets
- Disseminate names and contacts of traders and exporters at main markets

Opening markets

- Facilitating exports of fruits and vegetables to Melilla (and Ceuta)
- Legalizing and facilitating cross-border fruits and vegetables exports to Algeria
- Improving port infrastructure and import/export procedures at Nador port

Easing Procedures

- Issuing export visas at Oriental regional
- Easing visa requirements for exports to non-EU countries
- Easing controls of foreign exchange earnings from fruits and vegetable exports

Internal Trade regulations

- Legalize vertical value chain integration (direct sales by farmers to major retailers)
 - De-linking water allocation to production of protected crops

Table 3: Overarching Impact Targets

	Overall Impact	Overall Impact	Overall impact	Overall impact
Reduced Non-tariff Barriers to Trade and Investment in Targeted Regions	Annual value in US dollars of agricultural products exported from the MEC target regions to (a) foreign countries and (b) other regions in Morocco	Annual value in USD of declared investment reported by the Regional Investment Center (CRI) for new investment, on MEC selected sectors (agri-business and pottery)	New: Cumulative number of major trade and investment capacity building diagnostics in the MEC target regions	Percentage increase in 1 – production in tonnes; and 2 – net value to producers in USD or MDH of agricultural products that optimize water use in the Oriental and Doukkala-Abda regions – target crops to be defined
Target	Oriental: (a) \$40 million (b) tbd Doukkala-Abda: (a) \$60 million (b) tbd	Oriental: \$40 million Doukkala-Abda: \$20 million	12	1 – Oriental: 50%; Doukkala-Abda: 40% 2 – Oriental: 40%; Doukkala-Abda: 35%
Baseline Data	Oriental: (a) \$18.8 million (2008) ; (b) tbd Doukkala-Abda: (a) \$29.4 million (2008) (b) tbd	Oriental (agri-business): \$20 million (2009) Doukkala-Abda (agri-business and industry): \$ 7 million (2009)	zero	1 – Oriental: 1.46 million tonnes (2010); Doukkala-Abda: 2.73 million tonnes (2010) 2 – Oriental: 3,727 MDH (2010); Doukkala-Abda: 4,467 MDH (2010)
2010 Target	Oriental: (a) \$19 million Doukkala-Abda: (a) \$30 million	Oriental: \$ 20 million Doukkala-Abda: \$ 8 million	1	1 – Oriental: zero; Doukkala-Abda: zero 2 – Oriental: zero; Doukkala-Abda: zero
2010 Actual	Oriental - citrus exports: USD\$94.8 million; vegetable exports USD\$1.69 million, according to EACCE export data for 2009-2010: 59,728 tons of citrus (13% of total) and 750 tons of vegetables (0.2% of total). Central region - 2009-2010 exports: \$110.1 million of citrus and \$121.6 million of vegetables: 69,466 tons of citrus (15.1% of total and 50,915 tons of vegetables (14.4 % of total), Based on EACCE and import country trade data. (Central includes Doukkala-Abda, Marrakesh, Chaouia, Casablanca, and Tadla-Azilal)	Oriental: \$45 million (365.17 MDH) registered investment with CRI Oriental in agro-processing. Doukkala-Abda: \$25 million (215.32 MDH) registered investment with CRI Doukkala-Abda in agro-processing (no investments reported for handicrafts) Note: Major investment projects are registered with the Regional Investment Centers (CRI's) in target regions, but small scale investment in agriculture and agribusiness sectors are likely not registered with the CRI's. The Agropôle in Madagh, Berkane province, is expected to become a significant agro-industrial center in the Oriental region. Large-scale	Note: Plan Maroc Vert envisages a major restructuring of the irrigation Management system in the country in coming years, including a likely transfer of responsibility for maintenance and operation of the water distribution system to private sector operators. A technical study of “gestion déléguée” for the Doukkala basin has been completed and is under review. Port improvements in Nador and extension of the Autoroute system to Oujda in 2012 will have major impact on trade in the Oriental region.	1 – Zero in Oriental and Doukkala-Abda 2 – Zero in Oriental and Doukkala-Abda MEC established the baseline figures in 2010. Note: Crop water requirements and irrigation water needs are calculated for major crop types in Oriental province based on data from weather stations in irrigated areas. Similar estimates will be made for major crops in Doukkala-Abda. Productivity values can then be estimated per cubic meter of irrigation water consumed.

	[See Note A below]	long-term leasing of former public estates show significant investments in irrigated agriculture in Oriental region.		
2011 Target	Oriental : (a) \$23 million Doukkala-Abda : (a) \$45 million	Oriental : \$25 million Doukkala-Abda : \$12 million	3	1 – Oriental: 10%; Doukkala-Abda: 10% 2 – Oriental: 10%; Doukkala-Abda: 5%
2011 Actual	The EACCE website no longer publishes export statistics for fruits and vegetables. The Minister of Agriculture objected to having such trade data publicly available and discontinued access. Mirror import data for 2011 from partner countries will be available at ITC in early 2012 [See Note B below].	Oriental: \$50 million in the first six months of 2011 – 429.48 MDH in agro-processing generating an anticipated 6,452 jobs. Agropôle de Madagh ground breaking; infrastructure set up; private companies interested; Colaimo and Monlait setting up plants there. Orange and fruit juice factory in Oujda. ORMVA-M new basins and tree crops; MCC investments in olive trees. Doukkala-Abda: \$20 million – 161 MDH in 8 registered investments at CRI in agro-processing, generating 157 jobs, One investment in textile/leather industry worth 10 MDH will generate 150 jobs. ORMVA-D investment in reconversion to drip irrigation in Boulaouane. Accompanying private investment in <i>maraichage</i> crops.	See Indicator 2 Four diagnostics completed for processed foods, <i>produits du terroir</i> , pottery products, and venture capital finance	1 – Oriental: there was a 2.3% decline in tonnes of production – but note that the value of production increased. Doukkala: 7.1% increased tonnage in 2011 over 2010 of all crops in irrigated perimeters. 2 – See Indicator 19 Oriental region: 5.1% increase in crop value. 1,500 new hectares per year converted to drip irrigation under program expanding the number of water storage basins and drip irrigation system. Program has led to a rapid increase in area planted to fruit tree orchards, primarily to citrus varieties, and to a lesser extent to vegetable crops. Doukkala-Abda. 14.5 % increase in crop value in 2011 thanks to larger acreage in vegetables and forage crops and smaller acreage in sugar beets, wheat and barley. This is partly attributed to expansion of vegetables under drip irrigation around Boulaouane.
2012 Target	Oriental: (a) \$27 million Doukkala-Abda: (a) \$40 million	Oriental : \$30 million Doukkala-Abda : \$14 million	6	1 – Oriental: 20%; Doukkala-Abda: 20% 2 – Oriental: 20%; Doukkala-Abda: 15%
2012 Actual				
2013 Target	Oriental : (a) \$32 million Doukkala-Abda : (a) \$50 million	Oriental : \$35 million Doukkala-Abda : \$17 million	9	1 – Oriental: 35%; Doukkala-Abda: 30% 2 – Oriental: 30%; Doukkala-Abda: 25%
2013 Actual				

	Oriental : (a) \$40 million Doukkala-Abda : (a) \$60 million	Oriental : \$40 million Doukkala-Abda : \$20 million	12	1 – Oriental: 50%; Doukkala-Abda: 40% 2 – Oriental: 40%; Doukkala-Abda: 35%
2014 Actual				

Note A: Values were extrapolated from import values of HS07 (vegetables) and HS08 (fruits). A consultant report on export potential of agricultural and agro-processing products from the two target regions were conducted during 2010. A few product lines have been selected in each target region as offering the best potential for export markets. Trade between the two target regions and other regions in Morocco is not captured by available national statistics but could be surmised from available production and consumption data for each region.

Note B: MEC proposed in its 2012 Work Plan to do a truck transport survey at the Arjat weighing station of trucks coming through the new Autoroute and National Highway from Fez-Meknès, in order to measure the increase in exports from Oriental to other regions in Morocco.

Table 4: Component I.1 Indicators

Component I: Trade and Investment Improved I.1: Key policies in trade and investment supported				
	Overall Impact	Performance I.1.1: Commercial legal system reforms	Performance I.1.2: Targeted assistance for GOM policy reform agenda	Performance I.1.3: Other policies meriting limited analytical assistance
Performance Indicator	Number of trade and investment partnerships developed	Percentage of enterprises registered using the “common identifier”	Scored rating of progress in institutional strengthening, implementation and service delivery	Time reductions for selected government approval procedures
Indicator Definition	Number of partnerships in place in target regions through which exports have been realized and flows of investment received	Percentage of existing enterprises (2010 baseline) that are registered through the “common identifier” system. Note that the registration rate will be for 100% of new enterprises.	Percentage progress towards institutional strengthening, implementation and service delivery measured along the following scale: (1) identification of impediments; (2) priorities for action agreed upon with partners (3) administrative procedures, application and other forms, delegations of authority, and other practices adjusted, (4) necessary IT in place and tested, (5) guides and information and guides accessible to administrators and private sector; authorities trained and ready to implement, (6) policies implemented and services delivered, (7) usage monitored and reported; performance improvements tracked (see Annex 2 A)	Percentage savings in time elapsed between initiation of an action requiring government administrative or court approval and final decision for procedures the re-engineering of which have received MEC assistance
Unit of Measurement	Number of partnerships	Number of enterprises disaggregated by region	Percentage of maximum score	Percentage reduction in time
Data Source	CRI and business associations	CRI and <i>Registre du Commerce</i>	MEC and key partners	CRI and MEC surveys
Method/Approach of Data Collection	Review of records and survey	Review of records	Review of reports	Standardized survey

Annual cost of data acquisition	\$1,000	\$4,000	\$5,000	\$15,000
Schedule/ Frequency	Annual	Annual	Annual	Annual
Reporting	Annual	Annual	Annual	Annual
End Users	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM and local government, private sector

Table 5: Component I.1 Targets

Component I.1	Overall Impact	Performance I.1.1	Performance I.1.2	Performance I.1.3
Key policies in trade and investment supported	Number of partnerships in place in target regions through which exports have been realized and flows of investment received	Percentage of existing enterprises (2010 baseline) that are registered through the “common identifier” system.	Percentage achievement towards institutional strengthening, implementation and service delivery in trade and investment	Percentage savings in time elapsed between initiation of an action requiring government administrative or court approval and final decision [building permits] for procedures the re-engineering of which have received MEC assistance
Target	8	Oriental: 100 Doukkala-Abda: 100	100%	Oriental: 30% Doukkala-Abda: 30%
Baseline Data	zero	Oriental: zero Doukkala-Abda: zero	zero	Current times are as follows: Oriental: 122 days Doukkala-Abda: 252 days to obtain a building permit, based on Regional Doing Business baseline survey 2011. (Compares with 40 days in USA; 3 in Canada, 240 in Algeria).
2010 Target	0	Oriental: zero Doukkala-Abda: zero	14%	Oriental: zero Doukkala-Abda: zero
2010 Actual	1	zero in Oriental zero in Doukkala-Abda	14 %	zero in Oriental zero in Doukkala-Abda
2011 Target	2	Oriental: 5 Doukkala-Abda: 5	52%	Oriental: 5% Doukkala-Abda: 5%
2011 Actual	See Indicators 11 and 12 Four export partnerships: Tajine, Wassa, Green Farm, and Secrets de Luisa.	The decree adopting the common business identifier was published in June 2011 but subsidiary regulations to implement it have not been issued. As of December 2011 implementation organizations and technical details are not in place. MEC is not actively working on the common identifier as part of its work plan.	See Indicator 14 29%: 12 of 42 steps in the policy and regulatory reform matrix.	No significant changes to date in either region since formal launching of improved building permitting procedures and enterprise creation procedures are still pending. Morocco made great strides in Doing Business ranking, advancing to 94th from 125 th .
2012 Target	4	Oriental: 25 Doukkala-Abda: 25	79%	Oriental: 10% Doukkala-Abda: 10%

2012 Actual				
2013 Target	6	Oriental: 50 Doukkala-Abda: 50	95%	Oriental: 20% Doukkala-Abda: 20%
2013 Actual				
2014 Target	8	Oriental: 100 Doukkala-Abda: 100	100%	Oriental: 30% Doukkala-Abda: 30%
2014 Actual				

Table 6: Component I.2 and I.3 Indicators

Component I: Trade and Investment Improved I.2: Improved capacity for key GOM institutions to implement reforms I.3: Increased private sector participation in reforms				
	Overall Impact	Performance I.2.1: Legal and regulatory frameworks	Performance I.2.2: Targeted support for GOM reform agenda	Performance I.3.1: Public/private sector partnerships for export promotion
Performance Indicator	I.2: Professional and civil society participation in enabling environment priority setting I.3 (1): Number of users of services that disseminate information on markets I.3 (2): New: Number of public/private dialog mechanisms.	New: Number of Institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance.	1 – Paperwork and procedures for businesses simplified 2 – Use of e-invest in MEC target regions	1 – New: Participation in workshops and seminars and other information outreach activities. 2 – Number of export partnerships in operation in target regions
Indicator Definition	I.2: Cumulative number of professional and civil society associations participating in regional Business Environment committees – setting priorities and overseeing business enabling environment improvements (disaggregated by region) I.3 (1): Average number of visits/month to web-based services or registered users of SMS and other services I.3 (2): New: Number of public/private dialogue forums/mechanisms	New: Number of institutions / organizations undertaking capacity/ competency strengthening in one or more of these six areas: governance, management practices, human resources, financial resources, service delivery, and external relations.	1 – Percentage reduction in the average time taken to process common business procedures disaggregated by region and compared with other selected regions of Morocco 2 – Cumulative number of users of e-invest by region	1 – New: Number of people (cumulative) participating in workshops and seminars on export promotion organized by MEC and partners. 2 – Cumulative number of partnerships with sector and/or trade associations in the target regions receiving MEC project assistance and now functioning in such areas as export market information, market testing, conformance with phyto-sanitary and other quality standards, logistics, and product design/packaging. Partnerships include cooperative arrangements between a Moroccan and a foreign association as well as links among Moroccan associations and entities exploring or already exporting to foreign markets or having expertise relevant to exporting
Unit of Measurement	I.2: Number of firms in Oriental and number of firms in Doukkala-Abda I.3 (1): Average number of web-site visits and registered users in Oriental and in Doukkala-Abda	Number of organizations	1 – Percentage reduction in time relative to a 2009/2010 baseline 2 – Number	1 – number of people in Oriental and in Doukkala-Abda (disaggregated by gender) 2 – number of partnerships

	I.3 (2): number of forums/mechanisms			
Data Source	I.2: working group minutes I.3 (1): web-site statistics, SMS user statistics provided by private sector operators I.3 (2): MEC	MEC IMS records	1 – Regional surveys of business processes and procedures 2 – CRI and web statistics	MEC IMS records
Method/Approach of Data Collection	I.2: review of minutes and reports I.3 (1): survey of operators I.3 (2): review of records	MEC IMS records	Surveys	Review of reports
Annual cost of data acquisition	\$7,000	\$2,000	\$10,000	\$1,000
Schedule/ Frequency	Quarterly	Quarterly	Years 1, 3 and 5	Annual
Reporting	Quarterly	Quarterly	Years 1, 3 and 5	Annual
End Users	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM and local government, private sector

Table 7: Component 1.2 and 1.3 Targets

Components 1.2 and 1.3	Overall Impact	Performance 1.2.1	Performance 1.2.2	Performance 1.3.1
<p>1.2: Improved capacity for key GOM institutions to implement reforms</p> <p>1.3: Increased private sector participation in reforms</p>	<p>I.2: Cumulative number of professional and civil society associations participating in regional Business Environment committees – setting priorities and overseeing business enabling environment improvements (disaggregated by region)</p> <p>I.3 (1): Average number of visits/month to web-based services or registered users of SMS and other services</p> <p>I.3 (2): New: Number or public/private forums/mechanisms.</p>	<p>New: Number of Institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance.</p>	<p>1 – Percentage reduction in the average time taken to process common business procedures [create an enterprise] disaggregated by region and compared with other selected regions of Morocco</p> <p>2 – Cumulative number of users of e-create [invest] by region</p>	<p>1 – Number of people (cumulative) participating in workshops and seminars on export promotion organized by MEC and partners</p> <p>2 – Cumulative number of export partnerships in operation in target regions</p>
Target	<p>I.2: Oriental – 2; Doukkala-Abda – 2</p> <p>I.3 (1): 1,000</p> <p>I.3 (2): 6</p>		<p>1 – 30% (both regions)</p> <p>2 – Oriental: 50; Doukkala-Abda: 50</p>	<p>1 – 150 (75 men, 75 women)</p> <p>2,000 (male: 1,500; female: 500)</p> <p>2 – Oriental: 6; Doukkala-Abda: 4</p>
Baseline Data	<p>I.2: Oriental – zero; Doukkala-Abda – zero</p> <p>I.3 (1): zero</p> <p>I.3 (2): zero</p>		<p>1 – zero (baseline tbd – regional surveys)</p> <p>2 – Oriental – zero; Doukkala-Abda – zero</p>	<p>1 – zero</p> <p>2 – zero</p>
2010 Target	<p>I.2: Oriental – zero; Doukkala-Abda – zero</p> <p>I.3 (1): zero</p> <p>I.3 (2): zero</p>		<p>1 – 5% (both regions)</p> <p>2 – Oriental: 5; Doukkala-Abda: 5</p>	<p>1 – zero (male: 0; female: 0)</p> <p>2 – Oriental: zero; Doukkala-Abda: zero</p>
2010 Actual	<p>zero in Oriental</p> <p>zero in Doukkala-Abda</p> <p>Note: Creation of regional business climate committees discussed with regional Wali's and officials but action deferred for 2011.</p> <p>Regional Program Kickoff days to introduce the MEC program attracted representatives from public and private sector organizations.</p> <p>MEC participation in SIAM and regional fairs resulted in contacts between potential match partners.</p>		<p>zero in Oriental</p> <p>zero in Doukkala-Abda</p> <p>Note: activities for easing business permits and procedures deferred to 2011 Work Plan.</p> <p>Website for e-invest deferred as part of the 2011 work plan in cooperation with CRI's.</p>	<p>zero in Oriental</p> <p>zero in Doukkala-Abda</p> <p>Note: 160 participants attended MEC's dinner-debate at the SIAM in Meknès regarding information for potential exports to American markets. Exports promotion workshops and seminars are part of Work Plan 2011.</p> <p>One export match for the sale of tajine sauce in the USA started in 2010 with prospects for sourcing raw materials from Oriental province.</p>
2011 Target	<p>I.2: Oriental – 1; Doukkala-Abda – 1</p> <p>I.3 (1): 250</p>	6	<p>1 – 10% (both regions)</p> <p>2 – Oriental: 15; Doukkala-Abda: 15</p>	<p>1 – 50 (25 men, 25 women)</p> <p>2 – Oriental: 1; Doukkala-Abda: 1</p>

	I.3 (2): 3			
2011 Actual	<p>I.2: See Indicator 15</p> <p>Four associations: Two of architects and two of chambers of commerce in two target regions</p> <p>I.3 (1): e-invest website statistics: 1,700 visits by 129 distinct visitors per month (average between Oct 1 and Dec 31st, 2011). 6.5 % were new visitors; 78% return visits.</p> <p>100 farmers receiving irrigation advice via daily sms phone messages.</p> <p>www.desregions.com shows results of crop area surveys in Doukkala and Oriental</p> <p>I.3 (2): See Indicator 4</p> <p>Two: Presentation of Regional Surveys for Doukkala and Oriental. Regional workshops to discuss processing of building permits in both target regions.</p>	<p>See Indicator 5</p> <p>Eight. Two CRI's and six private companies: Wassa, Green Farm, Tajini, Secrets of Luisa, Inter-Epices, and Maasera</p>	<p>See Indicator 13</p> <p>1 – no change to date. Oriental: 14 in Oujda; 15 in Nador; but 34 days in Berkane to establish a business, according to Regional Doing Business 2011 surveys.</p> <p>Doukkala: 17 days, compared to 12 in Casablanca and 9 in Souss-Massa.</p> <p>Morocco made great strides in Doing Business ranking, advancing to 94th from 125th.</p> <p>2 – e-create design is completed and official launch is imminent.</p>	<p>See Indicator 1</p> <p>1 – Sixty four people participated in training events on trade and investment capacity building during FY-2011; of them 46 were men and 18 were women.</p> <p>2 – Oriental: 3 partnerships: Inter-epices, Mardinego, Secrets de Luisa.</p> <p>Doukkala-Abda: 6 partnerships: Sicopa, Salvema, Wassa, Green Farm, Caprel, Al Khadra coop,</p>
2012 Target	<p>I.2: Oriental – 2; Doukkala-Abda – 2</p> <p>I.3 (1): 500</p> <p>I.3 (2): 3</p>	8	<p>1 – 15% (both regions)</p> <p>2 – Oriental – 25; Doukkala-Abda – 25</p>	<p>1 – 50 (25 men, 25 women)</p> <p>2 – Oriental: 2; Doukkala-Abda: 2</p>
2012 Actual				
2013 Target	<p>I.2: Oriental – 2; Doukkala-Abda – 2</p> <p>I.3 (1): 750</p> <p>I.3 (2): 0</p>	6	<p>1 – 20% (both regions)</p> <p>2 – Oriental – 35; Doukkala-Abda – 35</p>	<p>1 – 50 (25 men, 25 women)</p> <p>2 – Oriental: 4; Doukkala-Abda: 2</p>
2013 Actual				
2014 Target	<p>I.2: Oriental – 2; Doukkala-Abda – 2</p> <p>I.3 (1): 1,000</p> <p>I.3 (2):</p>		<p>1 – 30% (both regions)</p> <p>2 Oriental – 50; Doukkala-Abda – 50</p>	<p>1 – 50 (25 men, 25 women)</p> <p>2 – Oriental: 6; Doukkala-Abda: 4</p>
2014 Actual				

Table 8: Component 2.1 Indicators

Component 2: Water Used Sustainably for Agricultural Growth Component 2.1: Key water management and agricultural policies supported					
	Overall Impact 2.1	Performance 2.1.1: Consequences of non-market-clearing water pricing	Performance 2.1.2: Formulate agricultural waste-water reuse policy and procedures at the national level	Performance 2.1.3: Reduce financial constraints to adoption of water-efficiency technology at the farm level	Performance 2.1.4: Improve energy policies to support optimized water use for agriculture
Performance Indicator	Scored rating of progress in institutional strengthening, implementation and service delivery in water management	Number of people participating in public consultations on water resources policies	Number of policy and/or regulatory instrument dealing with waste water reuse in agriculture discussed/adopted	Number of people participating in public consultations on water efficiency technology procedures for subsidies	Number of people participating in public consultations on energy policies related to improved management of water resources
Indicator Definition	Percentage progress towards institutional strengthening, implementation and service delivery in water management, measured along the following scale: (1) identification of impediments; (2) priorities for action agreed upon with partners (3) administrative procedures, application and other forms, delegations of authority, and other practices adjusted, (4) necessary IT in place and tested, (5) guides and information and guides accessible to administrators and private sector;	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on water policies in Morocco	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on wastewater reuse in agriculture in Morocco	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on financial constraint to water efficiency technology	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on water-related energy policies in Morocco

	authorities trained and ready to implement, (6) policies implemented and services delivered, (7) usage monitored and reported; performance improvements tracked (see Annex 2 B)				
Unit of Measurement	Percentage of maximum score	Number of participants in formal discussions and briefings	1.Number of participants in formal discussions and briefings 2.Number of policy/regulation	Number of participants in formal discussions and briefings	Number of participants in formal discussions and briefings
Data Source	MEC and key partners	List of participants obtained from organizers of each event	RADEEO, RADEEM, SEEE, Ministry of Interior	List of participants obtained from organizers of each event	List of participants obtained from organizers of each event
Method/Approach of Data Collection	Review of records of announcement made by partner organizations	Participants list circulated during event and updated as needed	1.Participants list circulated during event and updated as needed 2. Review of records of announcement made by partner organizations.	Participants list circulated during event and updated as needed	Participants list circulated during event and updated as needed
Annual cost of data acquisition	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000
Schedule/ Frequency	Recorded continually	Continually (at each event)	Annual	Quarterly	Continually (at each event)
Reporting	Annual	Quarterly	Annual	Quarterly	Quarterly
End Users	MEC, USAID	MEC, USAID, agribusiness community	MEC, USAID, MEC partner organizations	MEC, USAID, ORMVAs, Agribusinesses	MEC, USAID, GOM partners

Table 9: Component 2.1 Targets

Component 2.1	Overall Impact 2.1	Performance 2.1.1	Performance 2.1.2	Performance 2.1.3	Performance 2.1.4
Key water management and agricultural policies supported	Percentage achievement of progress in institutional strengthening, implementation and service delivery in water management. (See policy matrix in Annex 2 B)	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on water policies in Morocco	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on wastewater reuse in agriculture in Morocco	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on financial constraint to water efficiency technology	Cumulative number of people attending public events such as meetings, training seminars, round tables, workshops, conferences, or other public forums as well as web-based discussions on water-related energy policies in Morocco
Target	100%	500	500	500	500
Baseline Data	zero	zero	zero	zero	zero
2010 Target	21%	20	20	20	zero
2010 Actual	12.5 %	over 200	40	zero	zero
2011 Target	50%	100	100	100	100
2011 Actual	See Indicator 18 26% accomplishment in the policy reform matrix created to track progress in advancing several key reform initiatives concerning improved water management in the two target regions	This indicator is place on hold in agreement with USAID EG because activities removed from work plan. The Secretariat d'Etat de l'Eau et l'Environnement (SEEE) has elaborated a long term water strategy, which is now being implemented.	I 15: Participants in a workshop and a seminar in Rabat on strategy for waste water use in Morocco	This indicator was placed on hold in agreement with USAID EG; activities removed from work plan.	This indicator was placed on hold in agreement with USAID EG; activities removed from work plan.
2012 Target	76%	300	300	300	300
2012 Actual					
2013 Target	98%	400	400	400	400
2013 Actual					
2014 Target	100%	500	500	500	500

2014 Actual					
-------------	--	--	--	--	--

Table 10: Component 2.2 Indicators

<p align="center">Component 2: Water Used Sustainably for Agricultural Growth Component 2.2: Improved capacity for key GOM institutions to implement water/agricultural policies</p>						
	Overall Impact 2.2	Performance 2.2.1: Develop institutional and operational structures for agricultural waste-water reuse at the regional level	Performance 2.2.2: Support implementation of Plan Maroc Vert regional agricultural plans	Performance 2.2.3: Develop information management tools for river basin agencies and ORMVAs	Performance 2.2.4: Support implementation of a management contract (gestion déléguée) for one irrigated perimeter	Performance 2.2.5: Improve agricultural groundwater management at the regional level
Performance Indicator	New: Number of hectares under improved natural resource management as a result of USG assistance	1 – Number of publicly managed wastewater treatment and re-use schemes in targeted areas 2 – Number of hectares of farmland irrigated with treated wastewater	Number of PMV projects supported by MEC in the target regions	Number of agencies in the MEC target regions involved in the development of an improved management information system	Number of water management contracts implemented in irrigation perimeters in target regions	Number of registered wells and aquifer water pumping contracts (<i>contrat-nappe</i>)
Indicator Definition	New: Number of hectares of land under improved natural resource management in the MEC target regions.	1 – Cumulative number of wastewater treatment and re-use schemes managed through facilities in target areas. 2 – Number of hectares of farmland irrigated annually with treated wastewater	Number of PMV projects supported by MEC in the target regions, such as: - Aggregation projects. - Local products (<i>produits du terroir</i>). - Drip irrigation. - Commercialization - Support to the Chambers of Agriculture	Number of agencies in the MEC target regions that are involved in the conception/development of an improved management information system– based on their ability to coordinate, share and cost share the data acquisition needed for the MIS	1 – Cumulative number water management contracts by ORMVAs (gestion déléguée) 2 – Annual number of hectares under such agreements 3 – Percent progress towards privatizing ORMVA functions in target regions	1 – Cumulative number of wells with contracts signed by ORMVAs, ABHs, or DPA's in Oriental and Doukkala-Abda for pumping water from aquifers 2 – percent of wells in two selected aquifers with water meters or contrat-nappes (one in each target region)
Unit of Measurement	Hectares	1 – Number 2 – Hectares	Number of PMV projects.	1 – Number of institutions	1 – Number 2 – Hectares 3 – Percent	1 – Number of wells with contract-nappe 2 – percent of wells in two selected aquifers

Data Source	ORMVAs and DPA	RADEEO, RADEEM Farmer associations using treated waste- water, ORMVAs, DPAs	ORMVA's & DPA's, MEC activities	ABH, ORMVAs	ORMVA-Doukkala and ORMVA-Moulouya records	ORMVAs, ABHs, DPAs.
Method/Approach of Data Collection	Survey of a roster of farms based on a representative sample – site visits to confirm that improved irrigation practices are being implemented	Review of reports	MEC activities that support Plan Maroc Vert. Consultation with ORMVA's, DPA's and other PMV related agencies	MEC assessment of the ability of MIS and GIS units in ORMVAs to collect and consolidate data into accessible maps and databases based on direct observations or using existing datasets	Review of contracts or agreements between ORMVA-D and ORMVA-M with companies or farmer associations that specify number of farmers and area covered. 3 – Estimate of time before ORMVA functions are entrusted to a private concern.	Review of data derived from ORMVAs, ABHs, or DPAs management information systems Estimated proportion of wells with contract nappe
Annual cost of data acquisition	\$20,000	\$1,000	\$20,000	\$6,000	\$4,000	\$4,000
Schedule/ Frequency	Semi-annually: spring time for winter crops (April); summer for open-field irrigated crops (July)	Annual	Annual	Annual	Annual	Annual
Reporting	Annually	Annual	Annually	Annual	Annual	Annual
End Users	MEC, USAID, ORMVAs	MEC, USAID	MEC, USAID, ORMVAs	MEC, USAID, ORMVAs	MEC, USAID, Agribusinesses	MEC, USAID, ORMVAs, farmers

Table 11: Component 2.2 Targets

Component 2.2	Overall Impact 2.2	Performance 2.2.1	Performance 2.2.2	Performance 2.2.3	Performance 2.2.4	Performance 2.2.5
Improved capacity for key GOM institutions to implement water/agricultural policies	New: Number of hectares of land under improved natural resource management in the MEC target regions.	1 – Cumulative number of wastewater treatment and re-use schemes managed through facilities in target areas. 2 – Number of hectares of farmland irrigated annually with treated wastewater	Number of Plan Maroc Vert projects supported by MEC in the target regions	Number of agencies in the MEC target regions that are involved in the conception/ development of an improved management information system– based on their ability to coordinate, share and cost share the data acquisition needed for the MIS	1 – Cumulative number of water management contracts by ORMVAs (gestion déléguée) 2 – Annual number of hectares under such agreements 3 – Percent progress towards privatizing ORMVA functions in target regions	1 – Cumulative number of wells with contracts signed by ORMVAs, ABHs or DPAs in Oriental and Doukkala-Abda for pumping water from aquifers (contrat-nappe) 2 – percent of wells in two selected aquifers with water meters
Target	1 – Oriental: 25,000 2 – Doukkala-Abda: 25,000	1 – 2 2 – 1,000	1 – Oriental: 4 2 – Doukkala-Abda: 6	4	1 – 200 2 – 2,000 3 – 100%	1 – Oriental: 300; Doukkala-Abda: 500 2 – 100 %
Baseline Data	1 – Oriental: 5,000 2 – Doukkala-Abda: 5,000	1 – zero 2 – zero	1 – Oriental: zero 2 – Doukkala-Abda: zero	zero	1 – zero 2 – zero 3 – 0%	1 – Oriental: zero; Doukkala-Abda: zero 2 – zero %
2010 Target	1 – Oriental: zero 2 – Doukkala-Abda: zero	1 – zero 2 – zero	1 – Oriental: zero 2 – Doukkala-Abda: zero	0	1 – 20 2 – 100 3 – zero %	1 – Oriental: zero; Doukkala-Abda: zero 2 – zero %
2010 Actual	zero in Oriental zero in Doukkala-Abda Note: MEC received USAID authorization for using grant funds starting in FY-2011, including support for improved irrigation investments. Requests for proposals were published in December 2010.	zero - wastewater treatment plants zero - hectares using treated wastewater Note: The Oujda wastewater treatment plant was commissioned in July 2010.	zero in Oriental zero in Doukkala-Abda	zero in Oriental zero in Doukkala-Abda	1 – zero contracts on <i>gestion déléguée</i> 2 – zero hectares under such agreements Little progress done in privatization of ORMVA operations. 3 – 10% estimated by ORMVA-Moulouya as transferred to private decision making.	1 – zero contracts in Oriental; zero contracts in Doukkala-Abda 2 – zero wells with water meters
2011 Target	1 – Oriental: 1,000 ha 2 – Doukkala-Abda: 12,000 ha	1 – 1 2 – 200	1 – Oriental: 2 2 – Doukkala-Abda: 2	2	1 – 50 2 – 500 3 – 20%	1 – Oriental: 100; Doukkala-Abda: 100 2 – 10%

2011 Actual	See Indicator 8 Zero under implementation: A recent MEC grant in Oriental region improves management of 20,300 hectares of natural woodland habitat (Beni Yaala Zkara). Another converts 135 ha of agricultural land from gravity to drip irrigation (Intilaka). Three grants will improve water management over 342 ha.	1 – Two wastewater projects, in Oujda and Meknès, have made some progress in gaining authority to deliver water to farms for agricultural use and to charge fees accordingly. 2 – zero to date.	Oriental grants: 6: Al Waha, Oued Za, Layoune, Assn. PMV, Intilika, Beni Yaala Zkara Doukkala-Abda grants: 3: Wifac, Ouled Youssef, Al Khadra.	See Indicator 3 Two: ORMVA's of Doukkala and Moulouya. MEC finalized detailed IMS needs assessments and system designs for three agencies: the Moulouya River Basin Agency (ABH-M), the Moulouya Irrigation District Authority (ORMVA-M), and the Doukkala Irrigation District Authority (ORMVA-D).	1 – zero 2 – Oriental: 1,500 new hectares per year with water storage basins give farmers control over irrigation instead of ORMVA. MEC grants cover 151 ha. Drip irrigation reconversion in Doukkala also lessens ORMVA role 3 – unknown at this time though 19% of the total irrigated area of ORMVA-M is now under independent irrigation management	In-depth assessments of the Triffa aquifer in Oriental and Coastal aquifer in Qualidia have been completed. Inventories of wells needed for reaching accord with farmers for controlled extraction of underground water.
2012 Target	1 – Oriental: 2000 ha 2 – Doukkala-Abda: 15,000 ha	1 – 2 2 – 500	1 – Oriental: 3 2 – Doukkala-Abda: 3	4	1 – 100 2 – 1,000 3 – 40 %	1 – Oriental: 200; Doukkala-Abda: 200 2 – 30 %
2012 Actual						
2013 Target	1 – Oriental: 2000 ha 2 – Doukkala-Abda: 20,000 ha	1 – 2 2 – 700	1 – Oriental: 4 2 – Doukkala-Abda: 5	4	1 – 100 2 – 1,500 3 – 75 %	1 – Oriental: 250; Doukkala-Abda: 300 2 – 60 %
2013 Actual						
2014 Target	1 – Oriental: 25,000 ha 2 – Doukkala-Abda: 25,000 ha	1 – 2 2 – 1,000	1 – Oriental: 4 2 – Doukkala-Abda: 6	4	1 – 100 2 – 2,000 3 – 100 %	1 – Oriental: 300; Doukkala-Abda: 500 2 – 100 %
2014 Actual						

Table 12: Component 2.3 Indicators

Component 2: Water Used Sustainably for Agricultural Growth						
Component 2.3: Increased private sector participation in agriculture and water management reforms						
	Overall Impact 2.3	Performance 2.3.1: Strengthen smallholder organization, management and governance to promote water-use optimization	Performance 2.3.2: Promote optimization of water use in agro-processing	Performance 2.3.3: Optimize smallholder water use through development of high-value “local product” value chains	Performance 2.3.4: Increase smallholder engagement with agricultural consolidators/incubators to improve water use	Performance 2.3.5: Develop public-private partnerships/GDAs to promote optimization of agricultural water use
Performance Indicator	Increase in value of agricultural production from farms in irrigated perimeters in MEC target regions	Number of smallholders and smallholder organizations benefitting from MEC support in target regions	Percentage reduction in the quantity of water used for agro-processing in selected sectors	Increase in production and commercialization of selected <i>produits du terroir</i> in target regions	Number of farms that have formal agreements with “agrégateurs” in MEC target regions	New: Number of changes in regulations, agreements, procedures and policies adopted, developed, and implemented to improve natural resource management.
Indicator Definition	Percentage increase in the value of crops and livestock production from farms in irrigation areas supported by MEC - based on estimates of crop and livestock production valued at current market prices	1 – New: Cumulative number of people in each region with increased economic benefits from improved natural resource management. 2 – Number of hectares annually in each region under collaborative irrigation and water management agreements	Percentage reduction relative to 2009/2010 baseline in the quantity of water used in processing in at least 5 agro-processing units//region	1 – Number of households/farms involved in production of selected <i>produits du terroir</i> 2 – Value of selected <i>produits du terroir</i> in commerce annually	1 – Number of aggregators supported by MEC in target regions. 2 – Number of farms or farming households that have agreements with “agrégateurs” that are actively promoting crops and products that engender improved use of water resources	Cumulative number of formal changes in regulations, procedures, agreements, or policies in the MEC target regions to promote activities, business sectors and value chains that engender improved management and use of natural resources
Unit of Measurement	Value in USD	1 – Number of farms 2 – Number of hectares	Liters of water used for processing per kilogram of product	1 – Number of households/farms 2 – Commerce in USD	Number disaggregated by region	Number of formal changes in policy or regulations.
Data Source	Crop production estimates computed	ORMVAs in Oriental and Doukkala-Abda	Agro-processing companies	ORMVAs, DPAs and enterprises engaged in	MEC surveys of farming families and “agrégateurs”	MEC surveys of partner

	based on annual cropland area and yield surveys; livestock production from special surveys, and prices from market price collection and dissemination program			commercialization of “ <i>produits du terroir</i> ”	(inventory of “ <i>agrégateurs</i> ” and agribusiness to be developed by MEC)	organizations and private sector organizations identified in regional business inventories
Method/Approach of Data Collection	Customized surveys	Review of ORMVA records and farm surveys	Survey/questionnaire	Surveys/questionnaire conducted by MEC and partner organizations	Survey/questionnaire	Survey/questionnaire
Annual cost of data acquisition	\$15,000	\$2,000	\$10,000	\$15,000	\$15,000	\$6,000
Schedule/ Frequency	Annually for most crops, and quarterly for livestock products	Annual	Annual	Annual	Annual	Annual
Reporting	Annually	Annual	Annual	Annual	Annual	Annual
End Users	MEC, USAID, GOM and local government agencies, ORMVAs, private sector and farmers	MEC, USAID, GOM and local government agencies, ORMVAs, private sector and farmers	MEC, USAID, private sector partners	MEC, USAID, GOM and local agencies, enterprises and agribusinesses	MEC, USAID, GOM and local agencies, enterprises and agribusinesses	MEC, USAID, GOM and local agencies, enterprises and agribusinesses

Table 13: Component 2.3 Targets

Component 2.3	Overall Impact 2.3	Performance 2.3.1	Performance 2.3.2	Performance 2.3.3	Performance 2.3.4	Performance 2.3.5
Increased private sector participation in agriculture and water management reforms	Percentage increase in the value of crops and livestock production from farms in irrigation areas supported by MEC - based on estimates of crop and livestock production valued at current market prices	1 – New: Cumulative number of people in each region with increased economic benefits from improved natural resource management. 2 – Number of hectares annually in each region under collaborative irrigation and water management agreements	Percentage reduction relative to 2009/2010 baseline in the quantity of water used in processing in at least 5 agro-processing units/region	1 – Number of households/farms involved in production of selected <i>produits du terroir</i> 2 – Value of selected <i>produits du terroir</i> in commerce annually	1 – Number of aggregators supported by MEC in target regions. 2 – Number of farms or farming households that have agreements with “ <i>agrégateurs</i> ” that are actively promoting crops and products that engender improved use of water resources	Cumulative number of formal changes in regulations, procedures, agreements, or policies in the MEC target regions to promote activities, business sectors and value chains that engender improved management and use of natural resources
Target	Oriental: 20% Doukkala-Abda: 20%	1 – Oriental: 500; Doukkala-Abda: 500 2 – Oriental: 2,000; Doukkala-Abda: 2,000	Oriental: 30%; Doukkala: 30%	1 – Oriental: 120; Doukkala-Abda 80 2 – Oriental: \$500,000; Doukkala-Abda: \$500,000	1 – Oriental: 5 Doukkala: 5 2 – Oriental: 300 Doukkala-Abda: 300	Oriental: 1 Doukkala-Abda: 1
Baseline Data	Oriental: n/a Doukkala-Abda: n/a	Oriental: zero ; Doukkala-Abda: zero 2 – Oriental: zero; Doukkala-Abda: zero	Oriental: zero; Doukkala-Abda: zero	1 – Oriental: tbd ; Doukkala-Abda: tbd 2 – Oriental: tbd; Doukkala-Abda: tbd	1 – Oriental : zero Doukkala : zero 2 – Oriental: tbd Doukkala-Abda: tbd	Oriental: 0 Doukkala-Abda: 0
2010 Target	Oriental: zero Doukkala-Abda: zero	1 – Oriental: zero; Doukkala-Abda: zero 2 – Oriental: zero; Doukkala-Abda: zero	Oriental: zero %; Doukkala-Abda: zero %	1 – Oriental: zero; Doukkala-Abda: zero 2 – Oriental: zero; Doukkala-Abda: zero	1 – Oriental : zero ; Doukkala-Abda : zero 2 – Oriental: zero ; Doukkala-Abda: zero	Oriental: tbd Doukkala-Abda: 1
2010 Actual	zero in Oriental zero in Doukkala-Abda Note: A cropland area survey in irrigated perimeters in Doukkala and Oriental regions provided baseline data of acreage under major crop types.	1 – zero in Oriental and Doukkala-Abda 2 – zero in Oriental and Doukkala-Abda.	zero in Oriental zero in Doukkala-Abda	1 – zero in Oriental and Doukkala-Abda 2 – zero in Oriental and Doukkala-Abda	zero in Oriental and Doukkala-Abda zero in Oriental and Doukkala-Abda	zero in Oriental zero in Doukkala-Abda
2011 Target	Oriental: 5% Doukkala-Abda: 5%	1 – Oriental: 100; Doukkala-Abda: 120	Oriental: 5 %; Doukkala-Abda: 5 %	1 – Oriental: 20; Doukkala-Abda: 10	1 – Oriental: 3 Doukkala-Abda: 1	Oriental: 1 Doukkala-Abda: 0

		2 – Oriental: 400; Doukkala-Abda: 400		2 – Oriental: \$50,000; Doukkala-Abda: \$50,000	2 – Oriental: 180 Doukkala-Abda: 60	
2011 Actual	See Indicator 19 Oriental: 13.9% increase in drip irrigated hectares planted to citrus trees or vegetables in Oriental from expansion of number of farms setting up water storage basins. Doukkala: 14.5% increase in value of crop production in Doukkala irrigated perimeters thanks to expansion of vegetables and forage crops in 2011 (6,659 ha) over 2010 (2,752 ha).	See Indicator 10 1 – Oriental: 250 (included coop members and collectors) Doukkala-Abda: 153: Several training workshops on good practices in production and processing of capers trained 153 members of coops in the Safi region, of which 44 were women 2 – Oriental: 477 irrigated hectares planned through grants signed in 2011 with 4 cooperatives with 233 members Doukkala-Abda: zero at this time but several grants awards are pending	Doukkala: Nestle and Caprel, two large agro processing companies completed water use assessments and program to reduce water consumption in their operations. Oriental: Monlait and Colaimo have similar studies underway to identify water saving opportunities.	See Indicator 17 1 – 143: 91 caper producers in Abda and 52 AMP collectors in Oriental 2 – Oriental: \$50,000 – 418,800 DH sale value of AMP by Beni Yaala Zkara coop in 2011 Doukkala: \$240,000 – 325,000 DH sale value of bulk capers by Al Khadra Coop. and 1.80 MDH sale value 150 tons of capers @ 12 DH/kg) by Al Azhar Cooperative	See Indicator 16 1 – Oriental: 3 (Colaimo, Monlait, Oued Za). Doukkala-Abda: 2 (Green Farms, Caprel) 2 – Oriental: 3,980 farms deliver milk to three dairy processing plants in Oriental, Colaimo being the largest with 3,600 members. Doukkala: 48 farms supplying Green Farms.	See Indicator 9 Oriental: 1 – MEC is supporting the implementation of a forest management agreement between Beni Yaala Zkara cooperative and the GOM. 2 – zero
2012 Target	Oriental: 10% Doukkala-Abda: 10%	1 – Oriental: 200; Doukkala-Abda: 200 2 – Oriental: 800; Doukkala-Abda: 800	Oriental: 15%; Doukkala-Abda: 15%	1 – Oriental: 40; Doukkala-Abda: 20 2 – Oriental: \$100,000; Doukkala-Abda: \$100,000	1 – Oriental: 4 Doukkala-Abda: 2 2 – Oriental: 240 Doukkala-Abda: 120	Oriental: 1 Doukkala-Abda: 1
2012 Actual						
2013 Target	Oriental: 15% Doukkala-Abda: 15%	1 – Oriental: 400; Doukkala-Abda: 400 2 – Oriental: 1,600; Doukkala-Abda: 1,600	Oriental: 25%; Doukkala-Abda: 25%	1 – Oriental: 80; Doukkala-Abda: 40 2 – Oriental: \$250,000; Doukkala-Abda: \$250,000	1 – Oriental: 5 Doukkala-Abda: 4 2 – Oriental: 300 Doukkala-Abda: 240	Oriental: 1 Doukkala-Abda: 1
2013 Actual						
2014 Target	Oriental: 20% Doukkala-Abda: 20%	1 – Oriental: 500; Doukkala-Abda: 500	Oriental: 30% Doukkala-Abda: 30%	1 – Oriental: 120; Doukkala-Abda: 80	1 – Oriental: 5 Doukkala-Abda: 5	Oriental: 1 Doukkala-Abda: 1

		2 – Oriental: 2,000; Doukkala-Abda: 2,000		2 – Oriental: \$500,000; Doukkala-Abda: \$500,000	2 – Oriental: 300 Doukkala-Abda: 300	
2014 Actual						

Table 14: Component 3 Indicators

Component 3: Workforce Development Strengthened Component 3.1: Key policies in workforce development improved Component 3.2: Improved capacity for key GOM institutions to implement workforce development Component 3.3: Increased private sector participation in workforce development						
	Overall Impact 3.1	Performance 3.1.1: Workforce training and job placement	Overall Impact 3.2	Performance 3.2.1: Number of trainees	Overall Impact 3.3	Performance 3.3.1: Private partnership participation in workforce development
Performance Indicator	Number of new jobs in target regions in target sectors	Number of businesses actively participating in incentive schemes for employment of youth and women	New businesses formed by youths	Number of participants in MEC supported training programs	Job placements for young entrants	Number of firms and institutions with targeted workforce development programs developed with MEC support
Indicator Definition	Cumulative number of new jobs in targeted sectors in target regions – disaggregated by gender and age group. Jobs include full time, part time, and seasonal.	Cumulative number of businesses actively participating in schemes that encourage hiring of new entrants into the workforce – particularly women and youth – disaggregated by region, gender and age group	Number of new businesses established by young trainees assisted by MEC	Number of participants in MEC supported training programs, by gender and age	Number of youths finding employment as a result of MEC-supported training initiatives	Cumulative number of firms and institutions that MEC has helped develop targeted workforce development programs through support to the public and private sector – disaggregated by region
Unit of Measurement	Number	Number	Number	Number	Number	Number
Data Source	Firms, ANAPEC and HCP, CNSS etc.	Firms, ANAPEC and other agencies	Firms, ANAPEC and other agencies	Businesses and training agencies, employers and trainees	Firms, ANAPEC and other agencies (HCP, CNSS etc.)	Firms, ANAPEC and other agencies
Method/Approach of Data Collection	Survey and review of statistics	Survey and review of statistics	Survey of trainees. review of statistics	Training evaluation forms	Survey of trainees, firms, and statistics	Survey
Annual cost of data acquisition	\$6,000	\$6,000	\$4,000	\$2,000	\$6,000	\$6,000
Schedule/ Frequency	Annual	Annual	Annual	Continuous	Annual	Annual
Reporting	Annual	Annual	Annual	Quarterly	Annual	Annual
End Users	MEC, USAID, GOM, local government, private sector	MEC, USAID, private sector	MEC, USAID, GOM and local government, private sector	MEC, USAID, GOM, local government, private sector	MEC, USAID, GOM, local government, private sector	MEC, USAID, GOM and local government, private sector

Table 15: Component 3 Targets

Component 3	Overall Impact 3.1	Performance 3.1.1	Overall Impact 3.2	Performance 3.2.1	Overall Impact 3.3	Performance 3.3.1
Workforce Development Strengthened	Cumulative number of new jobs in targeted sectors in target regions – disaggregated by gender and age group	Cumulative number of businesses actively participating in incentive schemes for employment of youth and women	Number of new businesses established by young trainees assisted by MEC	Cumulative number of participants in MEC supported training programs	Number of youths finding employment as a result of MEC-supported training initiatives	Cumulative number of firms and institutions that MEC has helped develop targeted workforce development programs through support to the public and private sector – disaggregated by region
Target	Oriental: 100? Doukkala-Abda: 100?	Oriental: 20 Doukkala-Abda: 10	Oriental: 10 (male: 10; female: 10) Doukkala-Abda: 10 (male: 5; female: 5)	Oriental: 200 Doukkala-Abda: 200	Oriental: 200 (male: 100; female: 100) Doukkala-Abda: 150 (male: 75; female: 75)	Oriental: 12 Doukkala-Abda: 8
Baseline Data	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: Zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero
2010 Target	Oriental: 100 (male: 50; female: 50; youth 60%) Doukkala-Abda: 100 (male: 50; female: 50; youth 60%)	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero
2010 Actual	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abda: zero Note: At the Ramadan Youth Outreach Program the summer of 2010 in Rabat, MEC sponsored a two day workshop for 144 young participants on the challenge of starting a new enterprise and tips on entrepreneurship.	Oriental: zero Doukkala-Abda: zero	Oriental: zero Doukkala-Abad: zero Note: MEC will begin a survey of participants in training workshops six months after the event, to determine whether their job conditions have improved.	Oriental: zero Doukkala-Abda: zero
2011 Target	50 (USAID's target) Oriental: 25 Doukkala-Abda: 25	Oriental: 4 Doukkala-Abda: 2	Oriental: 2 (male: 1; female: 1) Doukkala-Abda: 2 (male: 1; female: 1)	100 (USAID's target) Oriental: 50 Doukkala-Abda: 50	Oriental: 50 (male: 25; female: 25) Doukkala-Abda: 40 (male: 20; female: 20)	Oriental: 3 Doukkala-Abda: 2

2011 Actual	<p>See Indicator 7</p> <p>54 total of which 41 from Doukkala-Abda (pottery) and 13 from Oriental (dairy). Thirteen of the 14 participants (12 men and 2 women) in dairy processing training gained in job status (one left the company). Half of 82 participants in pottery training workshops, of which 24 were women.</p>	<p>MEC's Moqaf labor market initiative. A private sector entrepreneur is taking initial steps to launch an employment agency to facilitate farms and other employers to hire semi-skilled workers in the Berkane area. Nine packing houses belonging to two producer groups are on board.</p>	<p>See Indicator 21</p> <p>Two: one in Safi and one in Berkane. MEC was instrumental in two new entrepreneurs launching promising business activities: one as a commercial agent in Safi organizing the production of high quality pottery for export; another in Berkane providing irrigation advice via daily mobile phone text messages to farmers with drip irrigation systems based on weather conditions in the local area.</p>	<p>See Indicator 6</p> <p>Oriental: 12 men and 2 women. This includes 146 days of on-the-job training for 14 people (12 men and 2 women) in three dairy cooperatives (COLAIMO, MonLait, and Halib Oued-Za). List of participants can be found in MEC's IMS training database.</p> <p>Doukkala-Abda: 61 men and 16 women (pottery sector)</p>	<p>See Indicator 20</p> <p>Zero to date. Moqaf labor market initiative. MEC addressed the youth employment challenge in the Berkane province by proposing the creation of a clearing house mechanism for the currently unorganized "Moqaf" labor market for agricultural and semi-skilled workers in Berkane city and surrounding area. The objective is to develop an orderly mechanism to match workers skills and the needs of farmers and employers, improving working conditions for daily laborers, and to find ways for them to access public health insurance facilities.</p>	<p>Oriental: 3 – MEC worked with three export groups and four vocational training centers to improve skill levels.</p> <p>Doukkala: 1 – MEC worked with one vocational training center near Safi.</p>
2012 Target	<p>75 (USAID's target)</p> <p>Oriental: 40</p> <p>Doukkala-Abda: 35</p>	<p>Oriental: 10</p> <p>Doukkala-Abda: 5</p>	<p>Oriental: 4 (male: 2; female: 2)</p> <p>Doukkala-Abda: 4 (male: 2; female: 2)</p>	<p>150 (USAID's target)</p> <p>Oriental: 100</p> <p>Doukkala-Abda: 50</p>	<p>Oriental: 100 (male: 50; female: 50)</p> <p>Doukkala-Abda: 80 (male: 40; female: 40)</p>	<p>Oriental: 6</p> <p>Doukkala-Abda: 4</p>
2012 Actual						
2013 Target	<p>75 (USAID's target)</p> <p>Oriental: 40</p> <p>Doukkala-Abda: 35</p>	<p>Oriental: 15</p> <p>Doukkala-Abda: 7</p>	<p>Oriental: 7 (male: 4; female: 3)</p> <p>Doukkala-Abda: 7 (male: 4; female: 3)</p>	<p>150 (USAID's target)</p> <p>Oriental: 100</p> <p>Doukkala-Abda: 50</p>	<p>Oriental: 150 (male: 75; female: 75)</p> <p>Doukkala-Abda: 120 (male: 60; female: 60)</p>	<p>Oriental: 9</p> <p>Doukkala-Abda: 6</p>
2013 Actual						
2014 Target	<p>Oriental:</p> <p>Doukkala-Abda:</p>	<p>Oriental: 20</p> <p>Doukkala-Abda: 10</p>	<p>Oriental: 10 (male: 5; female: 5)</p> <p>Doukkala-Abda: 10</p>	<p>Oriental: 100</p> <p>Doukkala-Abda: 50</p>	<p>Oriental: 200 (male: 100; female: 100)</p> <p>Doukkala-Abda: 150</p>	<p>Oriental: 12</p> <p>Doukkala-Abda: 8</p>

			(male: 5; female: 5)		(male: 75; female: 75)	
2014 Actual						

Table 16: Grant Indicators

Impact and Performance of the MEC Grants Initiative				
	Overall Impact	Grant Performance 1	Grant Performance 2	Grant Performance 3
Performance Indicator	Income generated from environmentally-sustainable development initiatives launched with MEC grants	Number of applications	Number and value of grants awarded	Percentage of funded interventions sustained beyond end of grant period
Indicator Definition	Cumulative value of supplementary income, from MEC supported activities, received by families and associations that have received MEC grants (directly or through support groups) to implement sustainable agricultural development activities - disaggregated by region	Annual number of formal applications for MEC grants received from qualifying organizations and individuals – disaggregated by region	Annual number and USD value of applications for MEC grants that are successful (grants awarded to public and private sector entities, associations or other groups) – disaggregated by region	Percentage of interventions initiated through MEC grants that are sustained after the period of the grant has ended: the information will provide a measure of the social, economic and environmental sustainability of the interventions – disaggregated by region
Unit of Measurement	USD	Number	Number and USD	Percentage
Data Source	Grantees	MEC records	MEC records	Former grantees
Method/Approach of Data Collection	Survey	Review	Review	Survey
Annual cost of data acquisition	\$5,000	\$1,000	\$1,000	\$5,000
Schedule/ Frequency	Annual	Quarterly	Quarterly	Annual
Reporting	Annual	Quarterly	Quarterly	Annual
End Users	MEC, USAID, GOM and local government agencies, NGOs, private sector	MEC, USAID	MEC, USAID, GOM and local government agencies	MEC, USAID, GOM and local government agencies

Table 17: Grant Targets

	Overall Impact	Grant Performance 1	Grant Performance 2	Grant Performance 3
Impact and Performance of the MEC Grants Initiative	Cumulative value of supplementary income, from MEC supported activities, received by families and associations that have received MEC grants (directly or through support groups) to implement sustainable agricultural development activities - disaggregated by region	Annual number of formal applications for MEC grants received from qualifying organizations and individuals – disaggregated by region	Annual number and USD value of applications for MEC grants that are successful (grants awarded to public and private sector entities, associations or other groups) – disaggregated by region	Percentage of interventions initiated through MEC grants that are sustained after the period of the grant has ended: the information will provide a measure of the social, economic and environmental sustainability of the interventions – disaggregated by region
Target	Oriental: \$3 million Doukkala-Abda: \$3 million	Oriental: 80 Doukkala-Abda: 80	Oriental: 26; \$3.175,000 Doukkala-Abda: 26; \$3.200,000	Oriental: 80 Doukkala-Abda: 80
Baseline Data	zero	zero	zero	n/a
2010 Target	Oriental: zero Doukkala-Abda: zero	Oriental: 0 Doukkala-Abda: 0	Oriental: 0; zero Doukkala-Abda: 0; zero	Oriental: n/a Doukkala-Abda: n/a
2010 Actual	Oriental: zero Doukkala-Abda: zero	Oriental: 0 Doukkala-Abda: 0	Oriental: 0; zero Doukkala-Abda: 0; zero	Oriental: n/a Doukkala-Abda: n/a
2011 Target	Oriental: \$250,000 Doukkala-Abda: \$250,000	Oriental: 25 Doukkala-Abda: 25	Oriental: 10; \$900,000 Doukkala-Abda: 10; \$900,000	Oriental: 80 Doukkala-Abda: 80
2011 Actual	Oriental: 0 Doukkala: 0 The majority of the 10 grant agreements with beneficiary groups were signed in September and October 2011 and 9 of these grants are in-kind grants. Most purchases under the in-kind grants will take place in Q2 and Q3 of 2012 and the income of beneficiary groups will begin to increase after the equipment is used and technical assistance is provided. A survey will be conducted in July 2012 to measure the income generated from the grants.	Oriental: 31 Doukkala-Abda: 17	Oriental: 6; \$928,640 Doukkala: 4; \$741,824	N/A
2012 Target	Oriental: \$500,000 Doukkala-Abda: \$500,000	Oriental: 25 Doukkala-Abda: 25	Oriental: 8; \$900,000 Doukkala-Abda: 8; \$900,000	Oriental: 80 Doukkala-Abda: 80

2012 Actual				
2013 Target	Oriental: \$1,250,000 Doukkala-Abda: \$1,250,000	Oriental: 20 Doukkala-Abda: 20	Oriental: 4; \$600,000 Doukkala-Abda: 4; \$600,000	Oriental: 80 Doukkala-Abda: 80
2013 Actual				
2014 Target	Oriental: \$3 million Doukkala-Abda: \$3 million	Oriental: 10 Doukkala-Abda: 10	Oriental: 4; \$775,000 Doukkala-Abda: 4; \$800,000	Oriental: 80 Doukkala-Abda: 80
2014 Actual				

Table 18: Monitoring Customer Satisfaction—Indicators

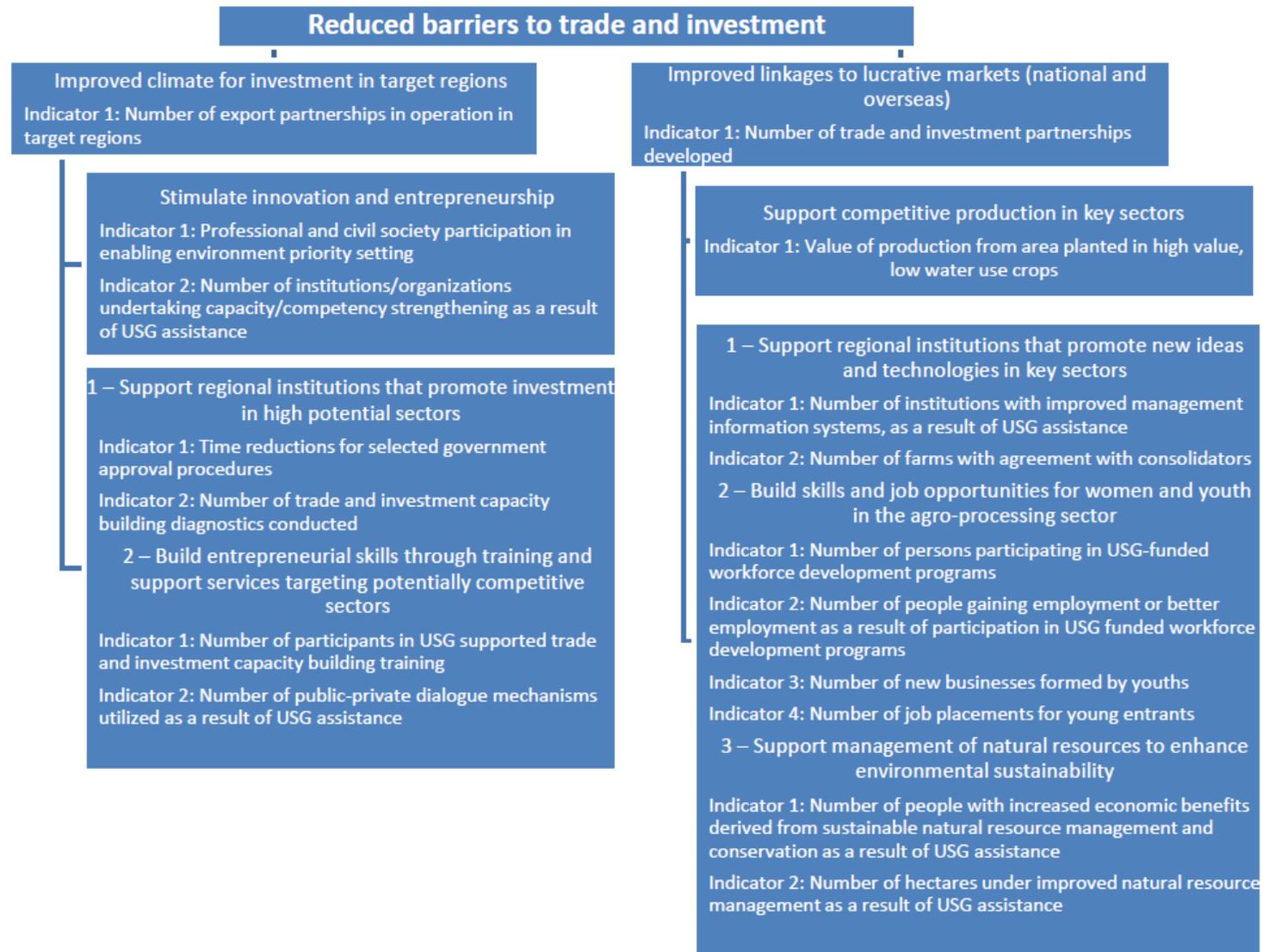
Customer Satisfaction and Awareness					
	Overall Impact	Performance 1	Performance 2	Performance 3	Performance 4
Performance Indicator	Percentage of MEC partners and beneficiaries that can name best practices and approaches in sustainable development	Percentage of MEC beneficiaries that rate the quality of MEC information services and support as good to excellent	Percentage of partners and beneficiaries that rate access to MEC services as good to excellent	Percentage of MEC trainees that rate MEC training as good to excellent	MEC website activity: 1 – Number of MEC site visits; 2 – Number of new website accounts
Indicator Definition	Percentage of MEC partners and beneficiaries that can name best practices and approaches in sustainable development based on responses to five tailored survey questions addressing the substance of perceptions	Percentage of MEC beneficiaries that rate the quality of MEC information services and support as good or better based on a scale of 1 to 5 where 3 is good, 4 is excellent and 5 is outstanding; services will be rated by beneficiaries using a simple SMS based tool linked to the MEC web-site	Percentage of MEC partners and beneficiaries that rate access to services as good or better based on a scale of 1 to 5 where 3 is good, 4 is excellent and 5 is outstanding	Percentage of MEC trainees that rate MEC training as good or better: a simple evaluation will be conducted at the end of each MEC or MEC-supported training session to assess trainees satisfaction with the course and its delivery	1 – Average number of monthly MEC website visits: total visits are visits by separate users; one visit can result in multiple “hits” 2 – Cumulative number of new website accounts: defined as a new individual registered with username and password
Unit of Measurement	Percentage	Percentage	Percentage	Percentage	1 – Number 2 – Number
Data Source	MEC partners and beneficiaries	SMS survey	MEC partners and beneficiaries: a simple survey using a variety of communications media will be conducted to assess satisfaction with the services offered by MEC	Trainee evaluation forms	MEC
Method/Approach of Data Collection	A simple survey using a variety of communications media	Survey	Survey	Review of evaluation forms	Analysis of records – metric reports available
Annual cost of data acquisition	\$5,000	\$5,000	\$2,000	\$2,000	\$2,000
Schedule/Frequency	Annual	Quarterly	Annual	Periodic	Quarterly
Reporting	Annual	Annual	Annual	Quarterly	Quarterly
End Users	MEC, USAID, Partners	MEC, USAID, Partners	MEC, USAID, Partners	MEC, USAID, Partners	MEC, USAID, Partners

Table 19: Monitoring Customer Satisfaction—Targets

	Overall Impact	Performance 1	Performance 2	Performance 3	Performance 4
	Percentage of MEC partners and beneficiaries that can name best practices and approaches in sustainable development based on responses to five tailored survey questions addressing the substance of perceptions	Percentage of MEC beneficiaries that rate the quality of MEC information services and support as good or better	Percentage of MEC partners that rate access to services as good or better	Percentage of MEC trainees that rate MEC training as good or better: a simple evaluation will be conducted at the end of each MEC or MEC-supported training session to assess trainees satisfaction with the course and its delivery	1 – Average number of monthly MEC website visits: total visits are visits by separate users; one visit can result in multiple “hits” 2 – Cumulative number of new website accounts: defined as a new individual registered with username and password
Target	90%	80%	80%	80%	1 – 50,000 2 – 5,000
Baseline Data	TBD	zero	0%	zero	1 – zero 2 – zero
2010 Target	n/a	n/a	n/a	n/a	1 – 1,000 2 – n/a
2010 Actual	n/a	n/a	n/a	n/a	1 – 40: the website was created in 2010 for the SIAM but it was never registered with key search engines. 2 – n/a
2011 Target	60%	70%	70%	70%	1 – 5,000 2 – 1,000
2011 Actual	87 % of trainees recalled three or more lessons learned (in capers, dairy, and chambers or agriculture management); 13% recalled two main lessons.	95% good or better based on a sample of 5 partner organizations (GOM), 10 grantees, 7 enterprises.	100% rated MEC responsiveness as good or better; 50% rated responsiveness as very good or excellent. Results are based on a sample of 5 partner organizations (GOM), 10 grantees and 7 enterprises.	95%: Participants in training program for Chambers of Agriculture officers judgment of the training: 42 % very satisfied; 53 % satisfied; 5 % no opinion.	1 – 351/month 2 – 1,412
2012 Target	70%	80%	80%	80%	1 – 20,000 2 – 2,000
2012 Actual					
2013 Target	80%	80%	80%	80%	1 – 40,000 2 – 4,000

2013 Actual					
2014 Target	90%	80%	80%	80%	1 – 50,000 2 – 5,000
2014 Actual					

ANNEX I: MOROCCO ECONOMIC COMPETITIVENESS RESULTS FRAMEWORK (DRAFT)



ANNEX 2 A: POLICY AND REGULATORY REFORM MATRIX – COMPONENT I: TRADE AND INVESTMENT

The following trade and investment policy changes have been identified as being relevant to MEC:

- e-invest
- Commercial Register
- Common business identifier
- Construction permit
- Setting up farmer associations
- Export/Import procedures at Nador
- Others from Regional Surveys

Note:

The policy and regulatory changes discussed below reflect the emphasis by the MEC project on focusing its resources and effort on attainable reforms that can be attained within the lifespan of the project. For that reason, we select procedural and administrative changes that can be brought about within the limits of the existing legal framework. Existing laws and decrees provide for sufficient administrative flexibility and discretion for Government agencies to modify their procedures when the circumstances warrant it. MEC's timeline does not allow for long term policy reform initiatives that entail new legislation or changes in current laws.

e-invest

MEC would like to encourage the creation of a website where potential investors in a target region can find all sorts of relevant information about the region and the institutional and regulatory framework concerning their investments. This is mainly an activity that requires introduction of IT technology to facilitate the exchange of information between regional public and private organizations and potential investors. There are no policy reform issues at stake in this initiative. This is removed from the list of policy reform issues.

Common Business Identifier

MEC wants to continue pushing for the introduction of the common business identifier to bring into effect prior efforts by other USAID projects in this regard. The appropriate law introducing the common business identifier awaits final approval by the King. The administrative procedures have already been developed but cannot be implemented will the

law has been enacted. Once approved, MEC will use its influence and resources to introduce the CBI for all new enterprises in the two target regions. The specific policy change is: Implement Common Business Identifier procedures and regulations on all new enterprises registering in the two target regions.

Commercial Register

The task of modernizing the Commercial Registry is vast and can take many forms, but one of the salient improvements that MEC would like to pursue is to reduce the current delay of several days between the time an enterprise completes the enrollment at a regional office and when it is entered at the Central Office Commercial Registry. MEC would like to introduce the necessary measures, including information technology tools to make it possible to update the central Commercial Registry in real time once a new enterprise is enrolled at the regional office in the two target regions.

Construction Permits

The success in introducing an easy to follow mapping of the procedures and documents needed to request a construction permit at in Tangiers can be replicated in the main cities and communes in the two target regions. These can be customized to incorporate the current practice and requirements, but also help standardize the procedures across the board. The specific policy change will be to develop and establish a checklist and flowchart for the submission of Construction Permits in the principal centers of the two target regions.

Farmer Associations

Currents procedures and requirements for the creations of small farmers associations are cumbersome and difficult for most farmers in irrigated perimeters to fulfill. This has become a major stumbling block for accessing the generous subsidies that the Plan Maroc Vert has set up to encourage farmers to introduce more efficient irrigation technologies. MEC would like to simplify the procedures and requirement for small farmers to organize in order to access Plan Maroc Vert subsidies for improved irrigation.

Nador Port Export Procedures

Exporters in the Oriental region report that they prefer sending their shipments through the Tangiers port because the export/import procedures at the Nador port are far too cumbersome and time consuming. New infrastructure improvements at the port seek to attract greater volume of traffic through that port. MEC would like to help stream line export/import procedures at the port of Nador to make easier for exporters from Oriental region.

Regional Surveys

Over the next few weeks MEC will carry out regional surveys of entrepreneurs in the two target regions to identify major constraints they find in doing business in those regions.

Depending on the results of those surveys, MEC will expand the list of potential changes in regulatory and administrative procedures that can improve the business environment in the two target regions.

The following matrix identifies key policy and procedural reform that MEC anticipates pursuing and establishes a timeline for completion of specific steps in the reform process. For the purposes of monitoring progress and performance, we have calculated the percentage of steps in the complete reform process that fall in each year of the MEC program.

Table 20: Performance scoring matrix in Trade and Investment – Policy/Procedures/Administrative changes

	Implement Common Business Identifier procedures on new enterprises registering in two target regions	Update the central Commercial Registry in real time when new enterprises enroll at regional offices in two target regions	Develop checklist / flowchart to submit Construction Permit requests in main centers of two target regions	Simplify procedures for small farmer Associations to access Plan Maroc Vert improved irrigation subsidies	Streamline export/import procedures at the port of Nador to attract exporters from Oriental region	Other policy or procedural changes as identified in regional business climate surveys
1. Identification of Impediments	2010	2010	2010	2010	2010	2010
2. Priorities for action agreed upon with partners	2011	2011	2011	2011	2011	2011
3. Administrative procedures, application and other forms, delegations of authority and other practices adjusted as necessary	2011	2011	2011	2011	2011	2011
4. Necessary IT in place and tested	2011	2012	2011	2012	2012	2012

5. Guides and Information accessible to administrators and private sector; authorities trained and ready to implement	2011	2012	2011	2012	2012	2013
6. Policies implemented; services delivered	2012	2013	2012	2012	2013	2014
7. Usage monitored and reported; improvements tracked (e.g. time reduced in approving registration or permit)	2012	2013	2013	2013	2013	2014

ANNEX 2 B: POLICY AND REGULATORY REFORM MATRIX – COMPONENT 2: WATER MANAGEMENT

The following water resource management policy changes have been identified as being relevant to MEC:

Wastewater reuse

Incentives for farmers to invest in water saving technology

Energy use in irrigation

Gestion déléguée or irrigation water

Groundwater management, control nappe

Water pricing issues on irrigation water

Water use by agro-processors

Policy change in wastewater management

There is a great gap regarding responsibility for the management of wastewater from municipalities. The municipalities are responsible for treating water before releasing it, but they are not empowered to sell wastewater to farmers. The Water Basin Agency (ABH) can sell the water to farmers but they don't get involved in the treatment and distribution. ORMVA's are responsible for water distribution to farmers. There is a need to create an administrative framework for the treatment, pricing, and distribution of residential waste water. MEC can pursue this policy issue: Establishment of administrative framework for the treatment, management, distribution, and pricing of residential wastewater.

Incentives to farmers to invest in water saving technologies

The Plan Maroc Vert sets aside considerable funding for subsidizing the introduction of more efficient irrigation techniques by farmers. In practice, however, most farmers working in irrigated perimeters managed by ORMVA's are finding it very difficult becoming eligible to access those subsidies. The average farm size in irrigated perimeters is less than two hectares and most farmers don't have title to the land they work; they inherited the farm and cannot get title to their shares because the law does not allow farms to be broken down into units less than 5 hectares. This means that nearly all farmers in irrigated perimeters cannot access Plan Maroc Vert subsidies to introduce better irrigation technology.

MEC can pursue a policy issue: Relax administrative requirements that farmers must have land titles to be eligible for Plan Maroc Vert subsidies for introducing better irrigation technology.

Energy use in irrigation

Government subsidies on fuels – diesel and gasoline -- have been eliminated, and farmers who have fuel power pumps are complaining of the additional cost. The rates for electric power remain regulated and more favorable for farmers to use for pumping irrigation water. There was a lower tariff for electricity used for irrigation but we need to verify if that low rate still exists. Many farmers use natural gas powered engines for pumping because the price of gas is artificially low as a way to subsidize households for cooking. The Government currently promotes drip irrigation which requires high pressure and a lot of energy compared with surface and gravity irrigation. The cost/benefit of using drip irrigation in current farm conditions is not well analyzed. The Government stopped and no longer promotes sprinkler irrigation system systems because it found that the extra costs of energy, infrastructure, maintenance and operation of those systems are not justified by the savings in irrigation water and small yield improvements.

MEC does not have a particular policy change in mind, but needs to monitor and study the relative merits of different types of irrigation in terms of energy consumption and farm profitability.

Gestion Déléguée

A decision was made at the highest levels of Government to reduce the role of government agencies role in irrigation water management and instead to transfer that responsibility to private sector entities. Several in-depth studies are currently being conducted, one for each major river basin, and in the next few years biddings from private consortia are expected. Both Doukkala and Oriental ORMVA's are likely to be affected. MEC is providing technical assistance in information management systems to the ORMVA's and ABH's.

The program to promote the establishment of collective water storage basins to provide drip irrigation technology to a groups of small farms constitutes a type of *gestion déléguée*, because ORMVA only needs to do large weekly deliveries to refill the basin and the association becomes responsible for distributing the water among member farms. MEC can promote this type of delegation of responsibility: Standardize contracts between ORMVA's and farmer groups created for the purpose of setting up collective water storage basins.

Groundwater management

Current water law (No.10-95) authorizes the River Basin Agencies (ABH's) to regulate the use of underground water by farmers, including the right to levy charges for that water. Farmers are unwilling to accept controls over water pumping from underground aquifers but the experience in Souss and in Oualidia clearly shows the results of overexploitation. MEC needs to encourage the regional water authorities to Implement a program to register existing and new deep wells in the target regions and install measuring devices to monitor water extraction.

Water use by agro-processors

Many processors of agricultural products use excessive amounts of water in their operations and contribute to environmental deterioration with the discharge. This is the case, for example with sugar mills which use vast volumes of water washing sugar beets and then let the waste water evaporate in large pools, with accompanying bad odors and underground contamination. Since the price charged by ABH for irrigation water is so low there is not financial incentive for agro-processors to economize on the use of water, not they are accountable for the environmental damage they cause. Recycling of waste water needs to be encouraged or made mandatory. MEC can help reduce wasting of irrigation water and reduced environmental pollution by encouraging water and public health authorities to price water used by agro-processing companies in line with other industrial users and enforce environmental protections regulations to prevent noxious discharges and underground water contamination.

Water pricing

Prior attempts by Government to levy higher prices for irrigation water have encountered farmers' resistance and given the low levels of income those higher prices are politically unacceptable. Instead, the ORMVA's can enforce simple water allocation measures to induce farmers to make the best use of limited supplies of water. MEC can encourage progress in that direction by asking ORMVA's to announce at the beginning of the season (October) the adjustments in the standard water allocation per hectare of irrigated land. As much as possible ORMVA's should schedule water deliveries based on the equitable sharing of water by all farmers and avoid favoring some farms or some crops over others.

The following matrix identifies key policy and procedural reform that MEC anticipates pursuing and establishes a timeline for completion of specific steps in the reform process. For the purposes of monitoring progress and performance, we have calculated the percentage of steps in the complete reform process that fall in each year of the MEC program.

Table 21: Matrix for Rating Performance in Water Management – Policy/Procedures/Administrative changes

	Establish administrative framework for the treatment, management, distribution, and pricing of residential wastewater	Monitor and study the relative costs and benefits of different types of irrigation in terms of energy consumption and farm profitability	Standardize contracts between ORMVA's and farmer groups operating collective water storage basins	Implement program to register existing and new deep wells in the target regions and install measuring devices to monitor water extraction	Agro-processing companies pay same water fees as industrial users; enforce environmental regulations to prevent pollution from discharges	ORMVA's announce at beginning of season adjustments in standard water allotments per hectare of irrigated land
1. Identification of impediments	2010	2010	2010	2010	2010	2010
2. Priority action areas selected with partners	2010	2010	2011	2011	2011	2010
3. policy actions formulated by principal actors and with broad participation by farmers and other affected parties	2011	2011	2011	2011	2011	2011
4. Legal and other necessary measures adopted	2011	2012	2011	2012	2012	2012

5. Procedures, personnel trained, IT, & monitoring capacity for implementation	2011	2012	2012	2012	2012	2013
6. Policies implemented & communication strategy in place and executed	2012	2013	2012	2013	2013	2013
7. Services delivered/water use monitored ; enforcement actions taken	2012	2013	2013	2013	2013	2014

ANNEX 3: TRACKING PERFORMANCE AND IMPACT

MEC Results FY2010 and FY2011 by EG Program Elements

- Indicator 1** Number of participants in USG supported trade and investment capacity building training
- Indicator 2** Number of trade and investment capacity building diagnostics conducted
- Indicator 3** Number of institutions with improved management information systems, as a result of USG assistance
- Indicator 4** Number of public-private dialogue mechanisms utilized as a result of USG assistance
- Indicator 5** Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance
- Indicator 6** Number of persons participating in USG-funded workforce development programs
- Indicator 7** Number of people gaining employment or better employment as a result of participation in USG funded workforce development programs
- Indicator 8** Number of hectares under improved natural resource management as a result of USG assistance
- Indicator 9** Number of policies, laws, agreements and regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance
- Indicator 10** Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance
- Indicator 11** Number of trade and investment partnerships developed
- Indicator 12** Number of export partnerships in operation in target regions
- Indicator 13** Time reductions for selected government approval procedures
- Indicator 14** Scored rating of progress in institutional strengthening, implementation and service delivery
- Indicator 15** Professional and civil society participation in enabling environment priority setting
- Indicator 16** Number of farms with agreement with consolidators

[Indicator 17](#) Number of farms converting to produits de terroir

[Indicator 18](#) Scored rating of progress in institutional strengthening, policy application and enforcement

[Indicator 19](#) Value of production from area planted in high value, low water use crops

[Indicator 20](#) Number of job placements for young entrants

[Indicator 21](#) Number of new businesses formed by youths

ANNEXES

[Table_training_events](#)

[Policy_matrix_trade_and_investment](#)

[Policy_matrix_natural_resources](#)

[USAID_EG_Indicators_list](#)

[Definitions_USAID_EG_indicators](#)

[List_of_MEC_Monthly_Reports_2011](#)

[List_of_MEC_Documents_on_file](#)

[List_of_Approved_Grants](#)

4.2.2 TRADE AND INVESTMENT CAPACITY

Indicator 1. Number of participants in USG supported trade and investment capacity building training

2011 Target: 50

2010/2011 Results and Impact: 110 people have been trained on trade and investment promotion and investment management procedures.

In addition, 610 people participated in MEC-led seminars at three trade capacity building events.

During the past quarter, training has been delivered in setting up, operating, and maintaining e-invest and e-create software and procedures at CRI's in target regions.

Comments: We have not included pottery making and marketing workshops organized by MEC for 82 people. A shipment of samples for exhibition at High Point is in progress.

References:

See MEC IMS Technical Implementation- Trainings – Annual Training Report
2011 and last quarter of 2010

[Table training events](#)

[Formation sur l'outil E-invest](#)

[E-invest implementation in Oriental](#)

[Atelier d'Introduction au Marketing Territorial - Oriental](#)

[Formation sur les couts de production a Doukkala](#)

[USAID EG Indicators list](#)

Indicator 2. Number of trade and investment capacity building diagnostics conducted

2011 Target : 3

2010/2011 Results and Impact: Four in all. MEC has conducted detailed assessments of trade opportunities and capacity building needs. One focused on US market opportunities for processed foods. The second assessed US markets for “produits du terroir.” The third was a market analysis of opportunities/needs for pottery exports to the US and other markets. Finally, MEC also helped the Ministry of Foreign Trade draft a plan for monitoring the performance and impact trade capacity building efforts.

Additional diagnostic studies and linked implementation activities are underway: 1 – ISO 22,000 and APHIS certification is in progress; 2 – transport constraints, needs and opportunities; and 3 – Cost of production and DRC (Domestic Resource Cost) ratios to gauge competitiveness of four crops and pottery products (report due October).

Comments: We have not included the regional business surveys here. These have been important diagnostic tools for assessing constraints and opportunities for trade capacity building efforts.

Actual firsthand experience in assisting Moroccan exports of vegetable sauces and pottery products has revealed unexpected administrative, logistics, and regulatory roadblocks on both Morocco and US. These will be further analyzed in upcoming diagnostic assessments.

References:

[In the Shadow of the Souk - Agricultural Exports from Morocco](#)

[Market driven export development: Nussbaum](#)

[Research Triangle - Innovation study tour](#)

[Financing Entrepreneurs: Venture Financing in Morocco: Fellows](#)

[International marketing of Safi pottery](#)

[Export opportunities for Moroccan processed foods: Nussbaum trip report](#)

[International marketing of Safi pottery: Chartock](#)

4.5.1 AGRICULTURAL ENABLING ENVIRONMENT

Indicator 3. Number of institutions with improved management information systems, as a result of USG assistance

2011 Target : 2

2010/2011 Results and Impact: Four. MEC finalized detailed IMS needs assessments and system designs for three agencies: the Moulouya River Basin Agency (ABH-M), the Moulouya Irrigation District Authority (ORMVA-M), the Doukkala Irrigation District Authority (ORMVA-D) and the Oum Er Rbia River basin Agency.

Nine automated weather stations were installed in September 2011 (six in Oriental region and three in Doukkala) to provide the ABH's and ORMVA's with real time data on rainfall and temperature to improve water and irrigation management systems. Daily weather data also allows expansion of irrigation advisory services via sms messages to farmers' mobile phones.

The Ministry of Agriculture launched a nation-wide price collection and information system for most agricultural and animal products. MEC and MAPM are collaborating on doing trend and seasonality analysis of price series data and dissemination of market prices to farmer groups and other market stakeholders.

Comments: Procurement, installation and training of the two information management systems are underway. By the end of 2011, the agencies will have a significantly improved ability to project water availability and manage demand.

The weather station data will be used to expand the range of farmers receiving crop water requirement via SMS and to strengthen modeling data availability for both ORMVA's and ABHs.

In September, 2011 MEC carried out a survey of water storage basins in the area of operations of ORMVA-Moulouya. A geo-referenced map of basins and wells will help programming water delivery scheduling by ORMVA-M. Results of the survey will become available in November, 2011

References:

[MEC Geographic Information System \(GIS\) Evaluation: P. Witt](#)

[Structure du Système d'Information Eau et Irrigation: ABHM, ORMVA-M et ORMVA-D](#)

[Renforcement des capacités de gestion des chambres d'agriculture du Maroc](#)

[Analyse et Identification des Besoins pour des Systèmes d'Information et de Gestion des Ressources en Eau Pour l'Agence du Bassin Hydraulique et de l'ORMVA](#)

4.6.1 BUSINESS ENABLING ENVIRONMENT

Indicator 4. Number of public-private dialogue mechanisms utilized as a result of USG assistance

2011 Target : 3

2010/2011 Results and Impact: Four.

MEC has undertaken two regional surveys of business climate that have involved hundreds of private enterprises in an initial dialog with public sector agencies in the regions. MEC has also completed an initiative to improve the efficiency of permitting for new construction (a widely acknowledged indicator of business environment) in both target regions.

Over the past eight months MEC organized several workshops in Safi and Oujda between Urban Agencies (*Agences Urbaines*), architects, construction companies, and developers to find ways to streamline the lengthy and cumbersome system to process building permits. These deliberations are part of the process to develop an online capability to process building permits (e-construct)

In September, 2011, CNEA (National Council on Business Climate) invited MEC to present the CREA (Regional Councils on Business Climate) concept during their plenary session in Rabat. There is a strong possibility that the regional committees will be instituted as a matter of policy.

Comments: The MEC-supported business climate surveys have been adopted by the regional investment agencies as the “gold standard” for measuring improvements in business climate and as a tool for promoting investment.

The analysis of enterprise creation procedures has included broad-based public-dialog in each region.

References:

[First Survey on the Business Climate of the Oriental Region](#)

[First Survey on the Business Climate of the Doukkala-Abda Region](#)

[Research Triangle innovation study tour: Technical trip report](#)

[Réunion de présentation Création d'entreprise - El Jadida](#)

[CREA & Mesure des échanges commerciaux – Meeting sur...](#)

[Workshop – e-invest implementation in Oriental](#)

Indicator 5. Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance

2011 Target : 6

2010/2011 Results and Impact: Eight.

MEC has supported the development of improved investment management systems at the regional agencies (CRI) – e-invest and e-create. We have not included other GOM agencies that will be trained in the use of e-create. These include the CNSS, courts and regional tax authorities in the two regions.

MEC has delivered direct support to six private sector organizations to improve their capacity to grow their markets: Wassa, Green Farms, Tajini, Secrets de Luisa, Inter-Epice, and Maasera. These are pilot initiatives that will be scaled-up across the specific sectors.

In September, 2011, MEC organized two training workshops for regional agricultural chambers from two target regions and neighboring locations. Each training session lasted 4 days and 57 people from 16 separate organizations took part, including 15 women. Topics covered administrative and financial management procedures.

Comments: The e-invest and e-create (enterprise creation) systems have been designed as the next generation of business climate support tools. A web-based tool that will enable GOM agencies to share information on new enterprises has been developed and training is underway.

We have not included the support MEC is providing to the Ministry of Foreign Trade to help them develop a trade capacity building M&E system.

References:

4.6.3 WORKFORCE DEVELOPMENT

Indicator 6. Number of persons participating in USG-funded workforce development programs

2011 Target : 100 (50% women)

2010/2011 Results and Impact: 96 people (18 women). This includes 146 days of on-the-job training for 14 people in three dairy cooperatives (COLAIMO, MonLait, and Halib Oued-Za).

A one-month training course in advanced pottery production and marketing techniques for 56 people. Additional training in marketing pottery was offered to 22 persons on domestic and 6 in export market (2 of them repeaters that are only counted once).

Comments: Through the *Moqaf* assessment, MEC has identified an opportunity to work with public and private sector partners to provide stable jobs and regular benefits for about 1,000 daily laborers in the agricultural sector (initially about 200,000 workdays/year and increasing by 50,000 workdays/year thereafter).

Training on caper production and processing was delivered to members of two cooperatives in Abda, under MEC's Component 2.

References:

[In Service Training for Milk Processing Equipment](#)

[Best production practices for Milk production](#)

[Programme de perfectionnement en technique de décoration et préparation de la matière première \(Argile\)](#)

[Seminaire sur le processus Formation en cours d'emplois](#)

[Qualification en cours d'emplois](#)

[Enhancing the Quality and Availability of Seasonal Farm Labor](#)

[Workforce training for Innovation and Increased Competitiveness in Safi Potteries](#)

Indicator 7. Number of people gaining employment or better employment as a result of participation in USG funded workforce development programs

2011 Target : 50 (50% women)

2010/2011 Results and Impact:

Plus 13 of 14 training participants in dairy processing gained in job status (1 left the company).

Half of 82 beneficiaries, of which 24 were women.

The competency-based training in the dairy sector is now being expanded to Doukkala-Abda and two large companies (Nestlé and Centrale Laitière) are engaged in the effort.

A survey of participants in workforce development programs in Safi on pottery design, product quality, and marketing took place in October, 2011, to assess the impact of training 82 people in the pottery sector during the past year. The evaluation report in French from the perspective of both employers and employees [shows](#) their satisfaction for enhanced design and quality and improved hygienic conditions at the work place, especially for women. Not all participants in the pottery workshops expressed satisfaction with the methods and impact. Complaints were expressed, for example, about the quality of translation and attitude of the interpreters. For this reason only half of the participants are counted as actually benefiting in terms of job improvements.

The best evidence of improvement in product quality and design is the purchase and shipment of samples by a private American importer for exhibition at a trade faire. When actual orders materialize the improvement in work conditions might become more apparent.

Comments:

MEC has also concluded an assessment of “formalizing” the informal job market for daily laborers (*Moqaf*). See above.

MEC has made presentations on our workforce development approach/methodology at two seminars organized by GIAC (agro-processing). Considerable private sector interest is being generated, which will enable MEC to scale-up impact.

Workshops on dairy herd management and ration formulation are expected to raise productivity, increase household revenue, and improved hygienic conditions among households producing milk for the main processing companies in Oriental and Doukkala regions. These workshops are funded under MEC Component 2, and are therefore not counted under this indicator.

References:

[In Service Training for Milk Processing Equipment \(COLAIMO\)](#)

[In Service Training for Milk Processing Equipment \(MONLAIT\)](#)

[In Service Training for Milk Processing Equipment - Taourirt](#)

[Safi pottery training - impact on working conditions – Abderrazak report – Oct 26 2011 \(French\)](#)

4.8.1 NATURAL RESOURCES AND BIODIVERSITY

Indicator 8. Number of hectares under improved natural resource management as a result of USG assistance

2011 Target : 1,000

2010/2011 Results and Impact: 20,300 ha. One grant activity now underway in Oriental is improving management of 20,300 ha of natural woodland habitat.

A second active grant in Oriental will improve water management on 135 ha of land but on-site activities have not yet started

Other grants that have been approved will improve natural resource management on 43,200 ha. These comprise an additional 33,200 ha of natural woodland in Oriental and 10,000 of wetlands in Oualidia (Doukkala-Abda). 342 ha of land will see improved water resource management under three other provisionally approved MEC grant.

Comments: MEC is giving grants to coops and association to directly accompany them in the improvement of their irrigation system and to improve water management

MEC's performance and impact in this sector are largely tied to implementation of the MEC grant initiative. Since the grant program was launched in late 2010, two grants are active, eight more are approved pending final clearances and another 3 are approved but require additional technical input from the grantees.

The 6 approved grants total about \$1 million in USAID funding. The beneficiaries' contribution is \$0.5 million and the Government of Morocco counterpart funding is about \$1.1 million. MEC is also reviewing three proposals from potential private sector partner that would contribute about \$5 million in private sector investments under GDA/PPP-type agreements.

References:

[Notes Link](#) Grant Agreement – Intilaka AUEA – Jerada

[Notes Link](#) Grant agreement - Al Khadra Coop - caper collection and processing

[Notes Link](#) Grant agreement - Wifac Coop - packing house and marketing center Oualidia

[Notes Link](#) Grant agreement - Beny Yaala Zkara Coop. - aromatic and medicinal plants processing

[Notes Link](#) Grant outline - Al Sahara Cooperative -- improved water efficiency – Berkane

Indicator 9. Number of policies, laws, agreements and regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance

2011 Target : 1

2010/2011 Results and Impact: One underway.

MEC is supporting the implementation of a forest management agreement between a cooperative and the GOM. A second, similar agreement will be supported through another grant that has received provisional approval.

MEC has addressed four policy/regulatory issues to date: *gestion déléguée*, wastewater reuse, water pricing and agricultural credit.

Comments: We gauge progress on policy reform by measuring progress on a seven-step process across six policy areas. To date, we have achieved 26% of our life-of-project goal in this sector.

References:

[Policy matrix natural resources](#)

Indicator 10. Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance

2011 Target : 100

2010/2011 Results and Impact: 205 beneficiaries (52+153).

There are 52 beneficiaries of the active AMP (Aromatic and Medicinal Plants) grant and another 204 potential beneficiaries of four other active grants that will improve water resource management but have yet to begin full implementation.

In addition, 281 farmers benefitted from training on improved water management and better nutrition practices for dairy livestock.

Four separate training workshops on good practices in production and processing of capers were offered by MEC to members of cooperatives in the Safi region. A total of 153 persons took part in these workshops, of which 44 were women.

Comments: The numbers of farmers who will benefit from the grant initiative are those who are listed in the grant proposal as members of the grantees organizations (coops or associations).

The training on best feeding practices that was held for dairy farmers will enable the farmers to improve their practices which will have economic benefits through the increase in their incomes.

References:

[Bonne Pratiques de transformation des capres – Khmiss Naga](#)

[Bonne Pratiques de transformation des capres – KHAT AZAKANE](#)

[Bonnes pratiques des transformation des capres – Sept Gzoula](#)

[Formation pour les producteurs laitiers Cooperative – El-Baraka](#)

[Formation sur l'hygiène pour les femmes d'unité de capres Khoumsi – Sept Gzoula](#)

[Journée d'étude sur L'élevage bovin laitier – Association Attaouassoul](#)

[Formation des éleveurs - formulation des rations pour l'élevage laitier – Oujda](#)

[Formation des éleveurs - formulation des rations pour l'élevage laitier – Taourirt](#)

[Formation des éleveurs - formulation des rations pour l'élevage laitier – Berkane](#)

4.2 TRADE AND INVESTMENT

4.2.2 TRADE AND INVESTMENT CAPACITY

Indicator 11. Number of trade and investment partnerships developed

2011 Target : 1

2010/2011 Results and Impact:

5 current partnerships in progress

MEC is simultaneously working with several private enterprises in Morocco trying to open or expand export to the United States. The main ones are Tajine, Green Farm, Wassa, Luisa, and Inter-Epices. Each one of them is making significant investments of their own in improving product quality to meet import requirements in the US and satisfy requests of marketing agents. Marketing consultants engaged by MEC have explored opportunities in specific US markets for Moroccan fresh and processed products. Exports of winter vegetables are scheduled to take place starting at the end of 2011. MEC has been instrumental in organizing logistics and coordinating customs and shipping documentation requirements. At the same time, MEC has made grants to support upgrading a packing house shared by multiple vegetable producers in Oualidia to match import specifications set by the USA and European markets.

A success story from the pottery training workshops in Safi has been prospective export shipments to the United States. Several participating pottery companies got together to work with a prospective American importer, Wildwood, to produce a shipment of samples of a range of product types for exhibition at the High Point fair in North Carolina. Wildwood paid for the samples and the shipment to the United States. MEC assisted in coordinating and communicating with all partners in advancing the transaction. If successful, this sample shipment could lead to a major breakthrough in opening the USA market to Moroccan pottery products.

Comments:

References:

[Tajine grant agreement](#)

[What MEC does for trade](#)

[Tajini](#)

[Green Farms](#)

[Wassa](#)

[Luisa](#)

[Inter-Epices](#)

[International marketing of Safi pottery](#)

[Domestic and international marketing of Safi pottery](#)

[Domestic marketing of Safi pottery](#)

4.2 TRADE AND INVESTMENT

4.2.2 TRADE AND INVESTMENT CAPACITY

Indicator 12. Number of export partnerships in operation in target regions

2011 Target : 2

2010/2011 Results and Impact:

Four enterprises

The same enterprises working with MEC to expand trade and investment opportunities are also attempting to break through barriers to exporting to the United States. Among the main barriers are lack of knowledge and information about the US market, and difficulties in establishing commercial linkages with potential importers. MEC addresses these barriers by bringing marketing experts knowledgeable about niche food markets such as capers and olives, and processed products like tajine sauces or pickled lemons.

Four companies are the main beneficiaries of MEC's export promotion efforts: Tajini, Green Farms, Wassa, and Secrets de Luisa. (Inter-Epices works closely with Secrets de Luisa). Tajini has already exported tajine sauce jars to the US in the past, but wants to expand volume several fold. They are using TAI as the American commercial and marketing agent to access potential buyers. Wassa is exploring export opportunities for a range of 15 different processed products like harisa sauces in partnership with the Talier Trading Group. Green Farms are preparing to export fresh produce in refrigerated containers via European trans-shipment points. Secrets de Luisa and Inter-Epices see a wide open market for Moroccan spice combinations in the USA.

MEC is assisting in developing partnerships between these companies and American counterparts, and to facilitate the first few export shipments. These are pilot ventures designed to learn and document the roadblocks encountered by actual exporters in accessing the US market. MEC is also taking steps in collaboration with EACCE to advance the certification (HACCP and ISO) of agricultural producers and exporters to comply with import requirements in Europe and the USA.

Comments:

An export partnership emerged out of the pottery training workshops in Safi, between a group of producers and Wildwood, an American importer and distributor of household goods. Wildwood has purchased a large shipment of product samples for exhibition in North Carolina, and subsequent shipments are expected. This export partnership is not counted in this indicator because the workshops and follow up has been done under Component 3 (Workforce Development) of the MEC project.

References:

[What MEC does for trade](#)

[Tajini](#)

[Green Farms](#)

[Wassa](#)

[Luisa](#)

[Interepices](#)

4.6 PRIVATE SECTOR COMPETITIVENESS

4.6.1 BUSINESS ENABLING ENVIRONMENT

Indicator 13. Time reductions for selected government approval procedures

2011 Target : 15%

2010/2011 Results and Impact:

The first Regional Survey on business climate for the Oriental region revealed that the time required in days to establish a business varies greatly, but the farther away from the CRI in Oujda, the more time is required: 14 days in Oujda and 15 in Nador as opposed to 34 days in Berkane where there is no CRI branch.

Similarly, the time in days required to obtain a construction permit for a warehouse in Oriental region was estimated at 122 days (compared with 40 in the USA and 3 in Canada).

Comparable results were obtained in the Regional Survey of the Doukkala-Abda region. Based on these findings, MEC place high priority in the assisting the appropriate regional authorities to streamline they procedures and introduce on-line administrative processes. The introduction of e-create opens the way for entrepreneurs to submit and follow up their applications on line. Similar on-line procedures were introduced for applying for building permits. New on-line procedures have been introduced and are now in place, but the impact will not be known until the next business climate survey is carried out.

Significant advances have been made by Morocco in streamlining and facilitating business in the past couple of years, notably in simplifying procedures for creation and registration of new enterprises, and in processing construction permits. These advances have been recognized in the 2012 issue of Doing Business, where Morocco has advanced to 94th place from 114th in 2011 and 125 in 2010 when the project began. Morocco is the country that most improved its ranking in the past year. The following quote from 2010 Doing Business is notable:

- [Morocco](#) improved its business regulation the most compared to other global economies, climbing 21 places to 94, by simplifying the construction permitting process, easing the administrative burden of tax compliance, and providing greater protections to minority shareholders. Since 2005, Morocco has implemented 15 business regulatory reforms.

Many organizations share credit and contributed effort enacting and implementing these regulatory reforms, especially the national government agencies behind the program to enhance business economic environment. While small in terms of resources, MEC's contribution has been significant in providing advice and encouragement at critical steps in the process.

Comments:

The Regional Surveys done by MEC established baselines about the actual times spent by businesses to carry out required procedures in the two target regions, and the objective is to reduce those times by at least 15 percent in the first year after reforms are adopted.

References:

[First Survey on the Business Climate of the Oriental Region](#)

[First Survey on the Business Climate of the Doukkala-Abda Region](#)

4.6 PRIVATE SECTOR COMPETITIVENESS

4.6.1 BUSINESS ENABLING ENVIRONMENT

Indicator 14. Scored rating of progress in institutional strengthening, implementation and service delivery

2011 Target : 34

2010/2011 Results and Impact:

29 percent (12 of 42 steps).

A policy matrix illustrating the prospective progress is advancing several policy initiatives as drafted at the beginning of the MEC project and is attached below. Six separate policies were proposed, ranging from implementation of the common business identifier to facilitating the approval of construction permits. For each policy a seven step process was anticipated.

The six proposed reforms are:

- Implement Common Business Identifier procedures on new enterprises registering in two target regions
- Update the central Commercial Registry in real time when new enterprises enroll at regional offices in two target regions
- Develop checklist / flowchart to submit Construction Permit requests in main centers of two target regions
- Simplify procedures for small farmer Associations to access Plan Maroc Vert improved irrigation subsidies
- Streamline export/import procedures at the port of Nador to attract exporters from Oriental region
- Other policy or procedural changes as identified in regional business climate surveys

Considerable progress has been made in the common business identifier: The Government issued a decree mandating different agencies to use the common business identifier on all new enterprises. Much of the advance work in this regard was done by a previous USAID program.

Some progress has also been accomplished in advancing regulatory reforms in the processing of construction permits in the target regions, and in facilitating the use of e-invest by the regional investment centers in Oriental and Doukkala-Abda regions.

Twelve steps are deemed accomplished in the policy table, marked in red in the attached table. While some progress might have been made in others policies, the steps are not conclusively accomplished to be counted.

Comments:

References:

[Policy matrix trade and investment](#)

4.6 PRIVATE SECTOR COMPETITIVENESS

4.6.1 BUSINESS ENABLING ENVIRONMENT

Indicator 15. Professional and civil society participation in enabling environment priority setting

2011 Target : 4 (4)

2010/2011 Results and Impact:

4 associations: Two of architects and two of chambers of commerce in two target regions

Note: the self assessment component was not measured here as what is measured is not clear, responses are highly subjective, and there are too few observations for statistical analysis.

Regional Business Environment Committees. Government policy of regionalization gives wider latitude to provincial and regional authorities to introduce reforms promoting trade and investment in their regions. MEC has taken several initiatives promoting the creation of regional Business Environment Committees that complement the functions of the CNEA at the national level. These committees provide forums for private operators, public officials, and non-profit and donor organizations to exchange views on what priority measures are needed to promote trade and investment in the regions.

Regional Survey – Results. Two regional doing business surveys conducted by MEC in the two target regions – Oriental and Doukkala-Abda – provided documentary evidence of the roadblocks and bottlenecks affecting businesses. Presentation of the results of these surveys offered an opportunity for proposing and discussing potential reforms to address those obstacles to entrepreneurship.

Building permit simplification. MEC's activities to streamline and simplify procedures for authorizing building permits in the two target regions opened the way for private sector organizations such as architects and developers associations to share their views and advice with local authorities.

Regional Agricultural Chambers of Agriculture. At the request of provincial and regional chambers of agriculture, MEC organized two major workshops in Fès and El Jadida to enhance their administrative and financial planning capabilities. These chambers of agriculture are the principal lobbying organizations representing the interest of farmers and agribusiness to regional and local authorities. Their effectiveness is greatly linked to their capability to maintain communications with farm groups and individual farm operators. Fifteen regional chambers of agriculture benefited from the training which focused on the legal and budgetary responsibilities of the chambers. MEC plans following up with the chambers to determine if they have used the concepts and guidelines provided.

Comments:

References:

[Renforcement des capacités des chambres régionales d'Agriculture - Fès](#)

[Renforcement des capacités des chambres régionales d'agriculture - El Jadida](#)

4.5 AGRICULTURE

4.5.1 AGRICULTURAL ENABLING ENVIRONMENT

Indicator 16. Number of farms with agreement with consolidators

2011 Target : (a) 100

2010/2011 Results and Impact:

(a) over 1000 dairy farms plus 48 farms supplying Green Farms

MEC's trade and Investment activities are directed towards opening and expanding trade opportunities of Moroccan farms and agribusinesses in the United States. The Free Trade Agreement with the USA opens new markets that need to be explored. We are working with several key private sector partners taking the lead in developing new markets in the USA and they in turn have a network of suppliers in the two target regions. Examples are the export partnerships with Green Farms, Wassa, Tajine, and Les Secrets de Luisa. Green Farms alone has 48 affiliated farms supplying produce for exports, and Inter-Epices and Secrets de Luisa work with another dozen farms. Wassa has 17 affiliated producers. Exports by Tajini will incorporate products procured from suppliers in target regions.

In the dairy development activities MEC is working with several milk processing firms that depend on hundreds of milk producers scattered through the two target regions. In Oriental region, for example, the dairy cooperative COLAIMO has 3,600 affiliated farms organized into 50 cooperatives using 66 collection centers scattered through seven provinces in the region (see Mounsiif's report). Another milk processor, Monlait, operates in Berkane province and has 200 contract dairy farmers.

Comments:

References:

[What MEC does for trade](#)

[Green Farms](#)

[Wassa](#)

[Tajini](#)

[Evaluation de la Production Laitière des Eleveurs Fournisseurs de Lait dans l'Oriental : Mounsiif](#)

4.5 AGRICULTURE

4.5.1 AGRICULTURAL ENABLING ENVIRONMENT

Indicator 17. Number of farms converting to produits de terroir

2011 Target : 30

2010/2011 Results and Impact:

91 capers producers plus 52 AMP collectors

Caper producing farms organize themselves into cooperatives to collect, process, and market their production. MEC is working with two cooperatives in the Safi province in order to improve product quality and marketing strategy. Grant agreements were signed with the Al Khadra and Azhar cooperative with a total 91 affiliated members (13 and 78 respectively).

In addition, MEC made a grant to the Beni Yaala Zkara cooperative in Jerada with 52 members that collects, dries, distills, and sells aromatic and medicinal plants.

MEC has held four training events for caper producers and processors to promote better techniques and to improve working conditions of women doing much of the actual work. A total of 155 participants have benefited from these workshops

Comments:

Note: the wildlife nature of “produits de terroir” like capers and aromatic and medicinal plants makes their production difficult to categorize as “farms” though caper bushes can be planted and cared for in limited spaces. It is however difficult to imagine a regular farm producing, say, vegetables or field crops, to “convert” to producing produits de terroir.

References:

[Monographie de la filiere capriere dans la region de Safi - Role de Cooperatives : Rahmani](#)

[Grant agreement to Al Khadra and Azhar capers cooperatives in Safi](#)

[Grant Agreement Coopérative Beni Yaala Zkara - Aromatic and Medicinal Plants - Oriental](#)

[Bonne Pratiques de transformation des capres – Khmiss Naga](#)

[Bonne Pratiques de transformation des capres – KHAT AZAKANE-](#)

[Bonnes pratiques des transformation des capres – Sept Gzoula 10 et 11/08/2011](#)

[Formation sur l'hygiène pour les femmes d'unité de capres Khoumsi – Sept Gzoula-18/08/2011](#)

4.5 AGRICULTURE

4.5.1 AGRICULTURAL ENABLING ENVIRONMENT

Indicator 18. Scored rating of progress in institutional strengthening, policy application and enforcement

2011 Target : 36

2010/2011 Results and Impact:

26 % accomplishment

A policy reform matrix has been created to track progress in advancing several key reform initiatives concerning improved water management in the two target regions. For each specific policy a series of seven sequential steps are identified, from initial conception to actual implementation. The six proposed reforms are:

- Establish administrative framework for the treatment, management, distribution, and pricing of residential wastewater
- Monitor and study the relative costs and benefits of different types of irrigation in terms of energy consumption and farm profitability
- Standardize contracts between ORMVA's and farmer groups operating collective water storage basins
- Implement program to register existing and new deep wells in the target regions and install measuring devices to monitor water extraction
- Agro-processing companies pay same water fees as industrial users; enforce environmental regulations to prevent pollution from discharges
- ORMVA's announce at beginning of season adjustments in standard water allotments per hectare of irrigated land

Policy reform is a long term process that demands continuous dialog with a diverse range of interlocutors in the private and public sectors. Progress is gradual and occasionally moves in unpredictable directions. The policy matrix incorporates a tentative schedule of milestones to be achieved along the life of the MEC project. The steps deemed accomplished are printed in red in the attached table. So far we count eleven steps done out of a total of 42 steps, or 26% accomplishment.

Comments:

References:

[Policy matrix natural resources](#)

4.8 ENVIRONMENT

4.8.1 NATURAL RESOURCES AND BIODIVERSITY

Indicator 19. Value of production from area planted in high value, low water use crops

2011 Target : TBD

2010/2011 Results and Impact:

MEC carries out annual crop area and yield surveys in the two target regions in cooperation with the partner organizations, the ORMVA's for Doukkala and Moulouya. This involves rigorous field sample surveys of under 1000 points in each region, mainly concentrated on irrigated perimeters but also includes bour (rain fed) areas. These surveys detected a significant increase in area of vegetable crops in the past year in the Doukkala area, concentrated in an area where ORMVA-Doukkala has a program promoting the introduction of drip irrigation technology.

The 2011 crop area survey of irrigated perimeters in Doukkala reveals a significant expansion in area planted to vegetable crops during the past year. Partly in response to expansion of drip irrigation around Boulaouane in the Faregh district, vegetable area jumped from 2,752 hectares in 2010 to 6,659 has in 2011.

In Oriental region, the program expanding the number of water storage basins and drip irrigation system has led to a rapid increase in area planted to fruit tree orchards, primarily to citrus varieties, and to a lesser extent to vegetable crops.

Much of the impetus for expansion of areas planted to vegetable and fruit trees comes from the adoption of drip irrigation by farmers thanks to favorable subsidies and technical assistance from Government of Morocco programs, particularly the Plan Maroc Vert. MEC's work with the ORMVA's for Moulouya and Doukkala support their efforts in expanding drip irrigation and storage basins. Software and hardware provided by MEC to the ABH's and ORMVA's to improve their information management systems will enhance their water management capacity and to improve efficiency of water use at the farm level.

Recent Grants signed by MEC with organizations inside and outside irrigated perimeters also contribute to the improvements in irrigation technology and adoption of crops with higher value per water used. Several grants in Oualidia are aimed at supporting vegetable producers in the area to raise yields and improve packaging and marketing.

Recent workshops were organized to disseminate improved agricultural practices for vegetable production in the area.

MEC sponsorship of Green Farm's efforts to open markets in the United States also contributes to promote expansion of vegetable crops and higher farm revenues in Oualidia.

Comments: The ORMVA's are interested in adopting the sampling and field methodology as part of their Information management system, to strengthen their water management decision making capacity. The approach is extended to rain fed zones to generate province level agricultural statistics and to compare cropping patterns between irrigated and rain fed agriculture.

References:

[Crop Area Estimates in ORMVA-Doukkala Irrigated Perimeters in May 2010](#)

[Crop Area Estimates in Irrigated Perimeters of Oriental Region in May 2010](#)

Area Frame Spot Sampling: Mapping crop patterns to optimize water and land use within agricultural irrigation perimeters in Morocco

Doukkala 2011 - Enquete de superficies des cultures, Avril 2011

Crop area estimates in Doukkala irrigated perimeters, May 2011

Pricing and Valuation of Water in Moulouya Irrigation Perimeters

Green Farms

Rehabilitation of a crop collection center and its development as a marketing platform in the Oualidia Region

Conservation of water resources in the Moulouya perimeter and diversification of crops of the Plan Maroc Vert pour le Développement Agricole Association

Rehabilitation of a crop collection center and its development as a marketing platform in the Oualidia Region

4.6 PRIVATE SECTOR COMPETITIVENESS

4.6.3 WORKFORCE DEVELOPMENT

Indicator 20. Number of job placements for young entrants

2011 Target : 20%

2010/2011 Results and Impact:

Moqaf labor market initiative

The high rate of jobless youth in Morocco is a priority challenge for MEC. From the beginning of the project MEC conducted a diagnostic study of the youth employment situation in Oriental region. Several workshops were carried out to strengthen the professional qualifications of young graduates.

The main challenge, however, remains the large pool of young unemployed with limited work skills. MEC addressed this challenge in the Berkane province by proposing the creation of a clearing house mechanism for the currently unorganized “Moqaf” labor market for agricultural and semi-skilled workers in Berkane city and surrounding area. The objective is to develop an orderly mechanism to match workers skills and the needs of farmers and employers, improving working conditions for daily laborers, and to find ways for them to access public health insurance facilities. MEC met recently with high officials in the Ministry of Employment concerned with vocational education and employment to validate the concept and obtain their cooperation. There are however, several obstacles in the way, particularly some regarding the legal framework for labor contractors or intermediaries, the implications posed by minimum wage regulations, affiliation to social security programs, and flexibility in contracts for hiring and dismissing employees.

Comments:

References:

[Etude Exploratoire sur l’Offre et la Demande de Main-d’œuvre Qualifiée - Secteur de l’Agroalimentaire, Région de l’Oriental](#)

[Compte Rendu des Ateliers de Travail de l’Axe 3 - Renforcement des Capacités Professionnelles](#)

[Feasibility study for organizing and training “Moqaf” farm workers in Berkane](#)

[Compte- rendu des réunions des 06 & 10 Octobre 2011 au Ministère de l'Emploi : Abderrazak](#)

4.6 PRIVATE SECTOR COMPETITIVENESS

4.6.3 WORKFORCE DEVELOPMENT

Indicator 21. Number of new businesses formed by youths

2011 Target : 20

2010/2011 Results and Impact:

Two: in Safi and Berkane

Morocco made great strides in the past couple of years in making it easier to set up an enterprise. This is recognized in the latest issue of Doing Business (2012) by the World Bank. Nevertheless, for young entrepreneurs wishing to set up shop it remains a seemingly insurmountable challenge. The self-immolation of a young vegetable vendor that gave rise to the popular revolt in Tunisia and the “Arab Spring” in other Middle East countries exemplifies the challenge and the urgency.

Several years ago, the Government introduced a major initiative to subsidize and encourage the young unemployed to set up enterprises, popularly known as “moqawalaty” (مفاولتي). After three years, the impact from this initiative remains elusive; the most notable success is the distribution of tri-porteur (motorized three-wheel motorcycles) to carry goods and passengers.

MEC can claim being instrumental in encouraging two new entrepreneurs to launch promising business activities: one as a commercial agent in Safi organizing the production of high quality pottery for export; another in Berkane providing irrigation advice via daily mobile phone text messages to farmers with drip irrigation systems based on weather conditions in the local area.

Comments:

References:

Table of Training Events in 2011 – Partial list

	Year	Title	Location	Dates		Participants	% Female
Notes Link		Atelier de restitution	Oujda	02/10/2011 - 02/10/2011		17	17.6%
Notes Link		Qualification en cours d'emplois	El-Jadida	02/23/2011 - 02/23/2011		11	45.5%
Notes Link		Seminaire sur le processus Formation en cours d'emplois	Casablanca	03/31/2011 - 03/31/2011		25	40.0%
Notes Link		Training for Doukkala 2011 Crop Area Survey	ORMVA El-Jadida	04/04/2011 - 04/05/2011		18	22.2%
Notes Link		Formation des Enquêteurs des cultures 2011 à Berkane	Berkane	04/15/2011 - 04/16/2011		14	14.3%
Notes Link		Formation sur l'outil E-invest	El Jadida	04/18/2011 - 04/19/2011		28	25.0%
Notes Link		SIAM		04/27/2011 - 05/02/2011		69	1.4%
Notes Link		Programme de perfectionnement en technique de décoration et préparation de la matière première (Argile)	Délégation de l'artisan de Safi	05/02/2011 - 05/26/2011		51	21.6%
Notes Link		Marché du travail et NTIC, dans le cadre du 50ème anniversaire de l'USAID	Rabat, Centre de Formation des Cadres	05/04/2011 - 05/04/2011		30	36.7%
Notes Link		RATIONNEMENT DES VACHES LAITIÈRES	Oriental: Taourirt, oujda, Berkane	05/16/2011 - 05/21/2011		0	N/A
Notes Link		Formation des éleveurs pour la formulation des rations pour l'élevage laitier	ORMVAM Berkane	05/16/2011 - 05/17/2011		33	N/A
Notes Link		Formation des éleveurs pour la formulation des rations pour l'élevage laitier	Subdivision ORMVAM à Taourirt	05/18/2011 - 05/19/2011		31	6.5%
Notes Link		Formation des éleveurs pour la formulation des rations pour l'élevage laitier	Hotel IBIS OUJDA	05/20/2011 - 05/21/2011		31	3.2%
Notes Link		Formation et enquête pour la superficie des cultures à l'Oriental 2011	Hotel Zaki-Berkane-	05/26/2011 - 05/27/2011		16	18.8%
Notes Link		Formation concernant le rationnement des vaches laitières	Hotel Essakia Elhamra	05/30/2011 - 05/31/2011		56	1.8%
Notes Link		Formation concernant le rationnement des vaches laitières	ORMVAD Sidi Bennour	06/01/2011 - 06/02/2011		40	2.5%
Notes Link		Formation concernant le rationnement des vaches laitières	ORMVA Zemamra	06/03/2011 - 06/04/2011		33	6.1%
Notes Link		Formation pour l'enquete des couts de production à Doukkala 2011	ORMVAD	06/07/2011 - 06/07/2011		7	28.6%
Notes Link		Formation pour l'enquete des couts de production à doukkala 2011	ORMVAD	06/08/2011 - 06/08/2011		7	28.6%
Notes Link		Training on caper best processing practices	Safi region	06/27/2011 - 06/28/2011		43	11.6%
Notes Link		Journée d'étude sur L'élevage bovin laitier - Association Attaouassoul	- Association Attaouassoul - OUALDIA	06/29/2011 - 06/29/2011		289	9.0%
Notes Link		Aproche Genre, vision et conception d'outils	Rabat	07/05/2011 - 07/06/2011		32	34.4%
Notes Link		Bonne Pratiques de transformation des capres-Khmiss Naga	Safi- KHMIS NAGA	07/07/2011 - 07/07/2011		37	5.4%
Notes Link		Bonne Pratiques de transformation des capres -KHAT AZAKANE-	SAFI-KHAT AZAKANE	07/08/2011 - 07/08/2011		48	25.0%
Notes Link		Bonnes pratiques des transformation des capres Sept Gzoula 10 et 11/08/2011	Sept Gzoula	08/10/2011 - 08/11/2011		32	9.4%

Notes Link	Formation et Enquête pour les bassins de stockage d'eau de moulouya	Berkane	08/18/2011 -	08/18/2011	7	N/A
Notes Link	Formation sur l'hygiène pour les femmes d'unité de capres Khoumsi -Sept Gzoula-18/08/2011	Unité Khoumsi -Sept Gzoula -Safi	08/18/2011 -	08/18/2011	36	75.0%
Notes Link	Formation pour les producteurs laitiers Cooperative El-Baraka	Cooperative El-Baraka	09/15/2011 -	09/15/2011	31	3.2%
Notes Link	Elaboration, Execution et Controle du budget des chambres régionales d'agriculture	Fes, IBIS	09/20/2011 -	09/23/2011	0	N/A
Notes Link	Elaboration, Execution et Controle du budget des chambres régionales d'agriculture	Fes, IBIS	09/20/2011 -	09/23/2011	0	N/A
Notes Link	Renforcement des capacités des chambres régionales d'Agriculture	Hôtel Royale Mirage-Fès-	09/20/2011 -	09/23/2011	22	36.4%
Notes Link	Renforcement des capacités des chambres régionales d'agriculture	Hotel Art Suites -El Jadida-	09/27/2011 -	09/30/2011	35	20.0%
Notes Link		Fes	10/12/2011 -	10/14/2011	0	N/A
Notes Link	Capacity building of the Regional Agricultural Chambers	El Jadida	10/19/2011 -	10/21/2011	0	N/A

Table 21: Policy Matrix for Rating Performance in Water Management – Policy/Procedures/Administrative changes

	Establish administrative framework for the treatment, management, distribution, and pricing of residential wastewater	Monitor and study the relative costs and benefits of different types of irrigation in terms of energy consumption and farm profitability	Standardize contracts between ORMVA's and farmer groups operating collective water storage basins	Implement program to register existing and new deep wells in the target regions and install measuring devices to monitor water extraction	Agro-processing companies pay same water fees as industrial users; enforce environmental regulations to prevent pollution from discharges	ORMVA's announce at beginning of season adjustments in standard water allotments per hectare of irrigated land
1. Identification of impediments	2010	2010	2010	2010	2010	2010
2. Priority action areas selected with partners	2010	2010	2011	2011	2011	2010
3. policy actions formulated by principal actors and with broad participation by farmers and other affected parties	2011	2011	2011	2011	2011	2011
4. Legal and other necessary measures adopted	2011	2012	2011	2012	2012	2012
5. Procedures, personnel trained, IT, & monitoring capacity for implementation	2011	2012	2012	2012	2012	2013

6. Policies implemented & communication strategy in place and executed	2012	2013	2012	2013	2013	2013
7. Services delivered/water use monitored ; enforcement actions taken	2012	2013	2013	2013	2013	2014

Table 20: Performance scoring matrix in Trade and Investment – Policy/Procedures/Administrative changes

	Implement Common Business Identifier procedures on new enterprises registering in two target regions	Update the central Commercial Registry in real time when new enterprises enroll at regional offices in two target regions	Develop checklist / flowchart to submit Construction Permit requests in main centers of two target regions	Simplify procedures for small farmer Associations to access Plan Maroc Vert improved irrigation subsidies	Streamline export/import procedures at the port of Nador to attract exporters from Oriental region	Other policy or procedural changes as identified in regional business climate surveys
8. . Identification of Impediments	2010	2010	2010	2010	2010	2010
9. . Priorities for action agreed upon with partners	2011	2011	2011	2011	2011	2011
10. .Administrative procedures, application and other forms, delegations of authority and other practices adjusted as necessary	2011	2011	2011	2011	2011	2011
11. Necessary IT in place and tested	2011	2012	2011	2012	2012	2012

12. . Guides and Information accessible to administrators and private sector; authorities trained and ready to implement	2011	2012	2011	2012	2012	2013
13. . Policies implemented; services delivered	2012	2013	2012	2012	2013	2014
14. Usage monitored and reported; improvements tracked (e.g. time reduced in approving registration or permit)	2012	2013	2013	2013	2013	2014

Program Area	Program Element	Re	Indicator	Indicator	FY 2010 Result	FY 2011 Target	FY 2012 Target	FY 2013 Target	Life of Project Target	Type of Indicator	OP	Status
4.2 TRADE AND INVESTMENT	4.2.2 TRADE AND INVESTMENT CAPACITY	A	MEC - Comp 1	Number of participants in USG supported trade and investment capacity building training	0	50	50	50	150	standard OP	yes	active
				Number of women	0	25	25	25	75			
				Number of men	0	25	25	25	75			
4.2 TRADE AND INVESTMENT	4.2.2 TRADE AND INVESTMENT CAPACITY	E	MEC - Comp 1	Number of trade and investment capacity building diagnostics conducted	0	3	2	2	7	standard OP	yes	active
4.2 TRADE AND INVESTMENT	4.2.2 TRADE AND INVESTMENT CAPACITY	B	MEC - Comp 1	Number of trade and investment partnerships developed		1	4	6	10	EG PMP	no	active
4.2 TRADE AND INVESTMENT	4.2.2 TRADE AND INVESTMENT CAPACITY		MEC - Comp 1	Number of export partnerships in operation in target regions		2	4	6	10	EG PMP	no	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.1 BUSINESS ENABLING ENVIRONMENT	G	MEC - Comp 1	Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance	0	6	8	6	20	standard OP	yes	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.1 BUSINESS ENABLING ENVIRONMENT	D	MEC - Comp 1	Time reductions for selected government approval procedures	0	0.15	0.25	0.35	0.5	EG PMP	no	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.1 BUSINESS ENABLING ENVIRONMENT	F	MEC - Comp 1	Scored rating of progress in institutional strengthening, implementation and service delivery		34	46	54	64	EG PMP	no	active

4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.1 BUSINESS ENABLING ENVIRONMENT	H	MEC - Comp 1	Professional and civil society participation in enabling environment priority setting		4 (4)	4 (4)	4 (5)	4(5)	EG PMP	no	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.1 BUSINESS ENABLING ENVIRONMENT	I	MEC - Comp 1	Number of public-private dialogue mechanisms utilized as a result of USG assistance	0	3	3	0	6	custom OP	yes	active
4.5 AGRICULTURE	4.5.1 AGRICULTURAL ENABLING ENVIRONMENT	K	MEC - Comp 2	Number of institutions with improved management information systems, as a result of USG assistance	0	2	2	0	4	standard OP	yes	active
4.5 AGRICULTURE	4.5.1 AGRICULTURAL ENABLING ENVIRONMENT	N	MEC - Comp 2	Number of farms with agreement with consolidators		(a) 100 (b) 30	(a) 300 (b) 60	(a) 600 (b) 120	(a) 1,000 (b) 200	EG PMP	no	active
4.5 AGRICULTURE	4.5.1 AGRICULTURAL ENABLING ENVIRONMENT	M	MEC - Comp 2	Number of farms converting to produits de terroir		(a) 100 (b) 30	(a) 300 (b) 60	(a) 600 (b) 120	(a) 1,000 (b) 200	EG PMP	no	active
4.8 ENVIRONMENT	4.8.1 NATURAL RESOURCES AND BIODIVERSITY	S	MEC - Comp 2 & DGP	Number of policies, laws, agreements and regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance.	0	1	1	1	3	standard OP	yes	active
4.8 ENVIRONMENT	4.8.1 NATURAL RESOURCES AND BIODIVERSITY	P	MEC - Comp 2 & DGP	Number of hectares under improved natural resource management as a result of USG assistance	0	1,000	2,000	2,000	5,000	standard OP	yes	active
4.5 AGRICULTURE	4.5.1 AGRICULTURAL ENABLING	J	MEC - Comp 2	Scored rating of progress in institutional strengthening, policy		36	58	64	66	EG PMP	no	active

	ENVIRONMENT			application and enforcement								
4.8 ENVIRONMENT	4.8.1 NATURAL RESOURCES AND BIODIVERSITY	R	MEC - Comp 2 & DGP	Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	0	100	200	200	500	custom OP	yes	active
4.8 ENVIRONMENT	4.8.1 NATURAL RESOURCES AND BIODIVERSITY	L	MEC - Comp 2	Value of production from area planted in high value, low water use crops		TBD	TBD	TBD	TBD	EG PMP	no	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.3 WORKFORCE DEVELOPMENT	V	MEC - Comp 3	Number of persons participating in USG-funded workforce development programs	0	100	150	150	400	standard OP	yes	active
				Number of women	0	50	75	75	200			
				Number of men	0	50	75	75	200			
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.3 WORKFORCE DEVELOPMENT	T	MEC - Comp 3	Number of job placements for young entrants		0.2	0.3	0.4	0.5	EG PMP	no	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.3 WORKFORCE DEVELOPMENT	U	MEC - Comp 3	Number of new businesses formed by youths		20	80	140	200	EG PMP	no	active
4.6 PRIVATE SECTOR COMPETITIVENESS	4.6.3 WORKFORCE DEVELOPMENT	W	MEC - Comp 3	Number of people gaining employment or better employment as a result of participation in USG funded workforce development programs	0	50	75	75	200	standard OP	yes	active
				Number of women	0	25	38	38	101			
				Number of men	0	25	37	37	99			

[Home](#)

Indicator	Definition	Rationale	Unit
-----------	------------	-----------	------

USAID EG Indicators – List of ... [Home](#)

Number of participants in USG supported trade and investment capacity building training	Number of participants trained on trade and investment capacity building.	This is an output measure of training in trade and investment related areas.	Number of participants
Number of trade and investment capacity building diagnostics conducted	Number of trade and investment capacity building diagnostics conducted. Diagnostics should be broadly defined as analysis on a particular trade and investment issue or the trade and investment environment supported by US assistance.	This is an output measure of trade and investment related technical assistance used to address trade and investment capacity building issues with the goal of generating results such as reforms to the trade and investment regime/capacity building that lead to impacts in attracting investment and generating growth.	Number of diagnostics
Number of trade and investment partnerships developed	Total numbers of partnerships in place in target regions through which exports have been realized and flows of investment received.	This indicator measures achievement of the higher level result stemming from the assistance provided in facilitation to export markets and investment matching (see indicators for IR 3.1.2 and IR 3.1.3).	Number of partnerships
Number of export partnerships in operation in target regions	number of partnerships with sector and/or trade associations in the target regions receiving MEC project assistance and now functioning in such areas as export market information, market testing, conformance with phyto-sanitary and other quality standards, logistics, and product design/packaging. Partnerships include cooperative arrangements between a Moroccan and a foreign association as well as links among Moroccan associations and entities exploring or already exporting to foreign markets or having expertise relevant to exporting	Partnership actions through the intermediary of sector and trade associations leverage higher returns than assistance to individual exporters.	Number of partnerships

<p>Number of institutions/organizations undertaking capacity/competency strengthening as a result of USG assistance</p>	<p>Number of institutions/organizations undertaking capacity/competency strengthening in one or more of the six areas of institutional/organizational competency: governance (e.g., board, mission/goal/ constituency, leadership, legal status); management practices (e.g., organizational structure, information management, administration procedures, personnel, planning, program development, program reporting); human resources (e.g., human resources development, staff roles, work organization, diversity issues, supervisory practices, salary and benefits); financial resources (e.g., accounting, budgeting, financial/inventory controls, financial reporting); service delivery (e.g., sectoral expertise, constituency, impact assessment); external relations (e.g., constituency relations, collaboration, public relations, local resources, media).</p>	<p>Measures advanced stages of institutional/organizational capacity strengthening. This indicator is easily aggregated upward from all operating units.</p>	<p>Number of institutions</p>
<p>Time reductions for selected government approval procedures</p>	<p>Percentage savings in time elapsed between initiation of an action requiring government administrative or court approval and final decision for procedures the re-engineering of which have received MEC assistance.</p>	<p>Sub-national “Doing Business Survey” rankings have shown that wide variations exist between regions in the speed and cost of securing government or court approvals. Measuring improvements in these provides a broad indication of improvements in business enabling environments</p>	<p>Percentage reduction in calendar days elapsed</p>

<p>Scored rating of progress in institutional strengthening, implementation and service delivery</p>	<p>electronically distributed investment applications (e-invest), automated commercial registry with common identifier, construction permit process, property registration procedures, bankruptcy resolution, and others as identified in business climate survey with performance measured along the following scale: (1) priorities for action agreed upon with partners (2) administrative procedures, application and other forms, delegations of authority, and other practices adjusted, (3) necessary IT in place and tested, (4) guides and information and guides accessible to administrators and private sector; authorities trained and ready to implement, (5) policies implemented and services delivered, (6) usage monitored and reported; performance improvements tracked. (see matrix)</p>	<p>As policy implementation moves through differing phases, an index or scale approach is appropriate to measure performance across a number of policy areas.</p>	<p>composite score</p>
<p>Professional and civil society participation in enabling environment priority setting</p>	<p>Number of professional and civil society associations participating in regional Business Environment committees setting priorities and overseeing business enabling environment improvements and self-assessments of the value of their input and responsiveness of governmental authorities. The average of self-assessment scores (e.g. 1 = low responsiveness, 5= high responsiveness) will be reported and are bracketed in the target line.</p>	<p>Number of associations participating does not capture the depth of their engagement nor the responsiveness of government to their input. Hence, an annual questionnaire will be developed by DAI to measure perceptions of private sector impact.</p>	<p>number and scored perception of government responsiveness</p>

Number of public-private dialogue mechanisms utilized as a result of USG assistance	This indicator measures the number of public-private dialogue mechanisms utilized as a result of USG assistance. Dialogue mechanisms, as distinct from stand-alone events, are institutionalized platforms for engaging public and private sector participants on relevant issues.	Productivity is improved when the public and private sectors collaborate on policies that support the growth of the private sector. Institutionalizing mechanisms for that dialogue to occur is an important objective of economic growth programs.	Number of mechanisms
Number of institutions with improved management information systems, as a result of USG assistance	Institutions refer to host country organizations such as a Ministry, government office, sub-national government unit, NGO, school, hospital and research organization. Management information systems are data bases, usually computerized, that allow the organization to store, analyze, report and use information.	This indicator captures the direct support provided by operating units to host country institutions.	Number of Institutions
Number of farms with agreement with consolidators	The sum of the number of farms with agreements with (a) aggregators and (b) participating in “produits de terroir” programs	Number of farmer participants measures the market penetration of aggregators and produits de terroir and is thus useful to management in assessing scope and extent of impact of this component of MEC project on total number of farmers. The number of participants should be viewed in context of the number of total farms in the target regions.	Number of farmer participants
Number of hectares under improved natural resource management as a result of USG assistance	“Improved NRM” includes activities that promote enhanced management of natural resources for one or more objectives, such as sustaining soil and/or water resources, mitigating climate change, and/or promoting sustainable agriculture, etc. Management should be guided by a stakeholder-endorsed process following principles of sustainable NRM, improved human and	A spatial indicator is an appropriate measure of the scale of impact of NRM interventions. The standard of ‘improved’ management as defined by implementation of best practices and approaches demonstrates progress and results across a wide range of development programs. Disaggregate according to ecosystem types facilitates using data collected for diverse	Hectares

	institutional capacity for sustainable NRM, access to better information for decision-making, and/or adoption of sustainable NRM practices	reporting requirements.	
Number of policies, laws, agreements and regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance.	Policies, laws, agreements and regulations include those formed and formally endorsed by government, non-government, civil society, and/or private sector stakeholders with the intent to strengthen sustainable natural resource management.	This indicator provides a snapshot of strengthened environmental governance that underpins sound natural resources management and ensures its sustainability on the ground.	Number of policies, laws, agreements, and regulations
Scored rating of progress in institutional strengthening, policy application and enforcement	policy/legal framework for reuse of wastewater, Ministry of Agriculture incentives for farmer investment in water efficiency technologies, energy supply/demand management as affecting water use, delegation of ORMVA irrigation management to private sector, groundwater management programs (contrats nappes), pilot agro-processors reducing water use measured along following scale: (1) priority action areas selected with partners, (2) policy actions formulated by principal actors and with broad participation by farmers and other affected parties; (3) legal and other necessary measures adopted, (4) procedures, personnel trained, IT, and monitoring capacity in place for implementation, (5) policies	As policy implementation moves through differing phases, an index or scale approach is appropriate to measure performance across a number of policy areas.	Composite score

	implemented and communication strategy in place and executed, (6) services delivered, water use monitored and enforcement actions taken.		
Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	Increased economic benefits include: increased household income, average increase in income per household, number of new enterprises developed (including but not limited to fisheries, sustainable tourism, forestry/agroforestry, sustainable agriculture, microenterprise, etc.), economic benefits from ecosystem services, etc. Economic benefits may be based on actual cash transactions or other economic value of natural resources.	This indicator links sustainable natural resources management to economic growth and social development objectives.	Number of households*
value of production from area planted in high value, low water use crops.	dirham value of production from area planted in high value, low water use crops as defined by value chain action plans and calculated for both summer and winter crops and then summed. Precise definition of high value, low water use crops to be defined.	TBD	dirham value

Number of persons participating in USG-funded workforce development programs	Number of persons participating in USG-funded workforce development programs, including technical and vocational education programs and workforce readiness programs.	This indicator measures the number of individuals who enrolled in USG-funded workforce development programs. It is assumed that increased access to quality programs will result in a more skilled, adaptable workforce.	Number of persons
Number of job placements for young entrants	job placement statistics for youth in participating institutions (% getting jobs or self-employed, of which % in sector of training, amount of time spent before job secured or self-employed). Job placement statistics reflect the status of trainees six months after completion of training.	Job placement statistics furnish direct impact information.	Percentage of young entrants finding employment
Number of new businesses formed by youths	number of young trainees establishing their own business within six months after training completion	This indicator is designed to measure the impact of entrepreneurial orientation programs included in MEC assisted training institutions.	Number of new businesses formed
Number of people gaining employment or better employment as a result of participation in USG funded workforce development programs	Number of people gaining employment or better employment within six months of participation in USG funded workforce development programs. Better employment is based on the participant's perception of whether the employment is better. (It could be better because it is closer to home, has better pay, a better schedule, etc...)	Increased employment and the improvement of employment quality (e.g., income, stability, working conditions) are the primary goals of the Workforce Development Program Element. This indicator is critical for identifying the contribution of improved workforce development to employment and economic growth.	Number of people

Definitions of USAID EG indicators

List of MEC Monthly Reports, 2011

Notes Link	Monthly Report: (Final/Sent to USAID for Review) Monthly report: December 2010 - MEC (01/18/2011)
Notes Link	Monthly Report: (Final/Sent to USAID for Review) Monthly Report: January 2011 - MEC (02/09/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC monthly report: April 2011 - MEC (05/13/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC monthly report: July 2011 - MEC (08/08/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC monthly report: June 2011 - MEC (07/11/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC monthly report: March 2011 - MEC (04/13/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC Monthly Report: May 2011 - MEC (06/09/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC monthly report: November 2010 - MEC (12/10/2010)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) MEC monthly report: October 2010 - MEC (11/10/2010)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) Monthly Report: August 2011 - MEC (09/12/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) Monthly Report: February 2011 - MEC (03/10/2011)
Notes Link	Monthly Report: (Final/USAID Approval Not Needed) Monthly Report: September 2011 - MEC (10/06/2011)

[Home](#)

List of MEC Documents on File

	#	Date	Title	Author
Notes Link	1	08/27/2010	Moroccan Economic Competitiveness: Work Plan 2010	MEC
Notes Link	1fr	08/27/2010	Programme de Compétitivité Economique du Maroc : Plan de Travail 2010	MEC
Notes Link	2	03/25/2010	Branding and Marking Plans	MEC
Notes Link	3	11/12/2010	Grant Manual	MEC
Notes Link	4		Quarterly Report: January to March 2010	MEC
Notes Link	4fr		Rapport trimestriel de Janvier à Mars 2010	MEC
Notes Link	5	09/30/2010	MEC Performance Monitoring Plan	MEC
Notes Link	6	06/25/2010	Etude Exploratoire sur l'Offre et la Demande de Main-d'œuvre Qualifiée - Secteur de l'Agroalimentaire, Région de l'Oriental	St-Georges, F. and Lakjaa, A.
Notes Link	7	07/29/2010	Etude Exploratoire sur l'Offre et la Demande de Main-d'œuvre Qualifiée - Secteur de la Poterie, Province de Safi, Région Doukkala-Abda	St-Georges, F. and Lakjaa, A.
Notes Link	8	07/29/2010	Analyse des Chaines de Valeur et Gestion des Ressources en Eau	Ouattar, S., Messaho, D., and Lahlou, O.
Notes Link	9	07/29/2010	Analyse et Identification des Besoins pour des Systèmes d'Information et de Gestion des Ressources en Eau Pour l'Agence du Bassin Hydraulique et de l'ORMVA	Ouazar, D. and Tayaa, M.
Notes Link	10	06/25/2010	Reuse of Treated Wastewater in Agriculture - Meknes Pilot Project Status	Ouattar, S.
Notes Link	11	07/29/2010	Market-Driven Export Development to Accelerate Moroccan Economic Competitiveness	Nussbaum, M.
Notes Link	12	07/29/2010	Meknes Pilot Project Implementation - Brief Summary of the Visit to Meknes and Fes on 18 June 2010	Abu-Awwad, A.
Notes Link	13	06/30/2010	Quarterly Report: April to June 2010	MEC
Notes Link	13fr	12/02/2010	Rapport trimestriel d'Avril à Juin 2010	MEC
Notes Link	14	09/08/2010	Morocco Agriculture Investment Financing & Water Efficiency - Program Environment & Project Opportunities 2010	Fellows, W.
Notes Link	15	08/09/2010	Analyse Diagnostique des Aspects Institutionnels et Législatifs Relatifs à la Réutilisation des Eaux Usées en Agriculture	EI Haiba, M.

Notes Link	16	09/08/2010	Report on Market-Driven Export Promotion of Produits du Terroir (Phase I)	Thaller, J.
Notes Link	17	08/09/2010	Compte Rendu des Ateliers de Travail de l'Axe 3 - Renforcement des Capacités Professionnelles	St-Georges, F.
Notes Link	18	12/20/2010	Annual Work Plan; 2011	MEC
Notes Link	18fr	01/19/2011	Plan du Travail 2011	MEC
Notes Link	19	01/11/2011	Financing Entrepreneurs, Growth and Competitiveness: Program Opportunities for USAID in Venture Financing in Morocco	Fellows, W.
Notes Link	20	08/01/2010	Crop Area Estimates in ORMVA-Doukkala Irrigated Perimeters in May 2010	Ariza-Nino, E., Boukdair, T., ORMVA-Doukkala senior staff
Notes Link	22	09/30/2010	Crop Area Estimates in Irrigated Perimeters of Oriental Region in May 2010	Ariza-Nino, E.
Notes Link	23		Quarterly Report: July to September 2010	MEC
Notes Link	23fr	12/20/2010	Rapport trimestriel de Juillet à Septembre 2010	MEC
Notes Link	24	12/16/2010	Summary Report on Market-Driven Export Promotion of Produits du Terroir: Phase II	Thaller, J.
Notes Link	25	12/02/2010	MEC Program PERSUAP (Pesticide Evaluation Report and Safe Use Action Plan)	Schroeder, A.
Notes Link	25fr	09/28/2011	Rapport PERSUAP* du Programme MEC (*Pesticide Evaluation Report & Safe Use Action Plan)	Schroeder, A.
Notes Link	26	01/11/2011	Optimisation de la Consommation d'Eau dans la Filière Laitière: Cas de la COLAIMO d'Oujda, MONLAIT de Berkane et Halib Oued Za de Taourirt	Messaho, D.
Notes Link	27	01/11/2011	Evaluation de la Production Laitière des Eleveurs Fournisseurs de Lait aux Unités Laitière de l'Oriental	Mounsif, M.
Notes Link	28	01/19/2011	Dimensionnement et Structure du Système d'Information Eau et Irrigation: ABHM, ORMVAM et ORMVAD	Ouazar, D. and Martin, T.
Notes Link	29	12/03/2010	MEC Geographic Information System (GIS) Evaluation	Witt, P.
Notes Link	30	01/19/2011	Environmental and Social Assessment, and Environmental Management Plan	Rapier, R.
Notes Link	31	02/22/2011	In the Shadow of the Souk: Imperatives for Creating Value-Added Agricultural Exports from Morocco	Nussbaum, M.
Notes	32	12/06/2010	Rapport de Consultation et de Validation du Modèle et du Plan du Réalisation: Rapport d'Analyse de la	St-Georges, F.

Link			Situation de Travail pour le Métier Conducteur de Machine de Conditionnement	
Notes Link	33	12/16/2010	Program Opportunities for USAID in Venture Financing in Morocco: Recommendations Summary	Fellows, W.
Notes Link	34	01/17/2011	Territorial Marketing: Région de l'Oriental (Trip Report December 2010)	James, A.
Notes Link	35	02/09/2011	Eléments de Réflexion sur le Processus de Gestion Déléguée du Service de l'Eau d'Irrigation dans les Grandes Périmètres Irrigués au Maroc: Examen du Cas du Périmètre Irrigué des Doukkala et Analyse de quelques Expériences Nationales et Internationales	El Haiba, M.
Notes Link	36	03/01/2011	Communications Strategy: Morocco Economic Competitiveness (MEC)/USAID	Wark, S. and Bornon, J.
Notes Link	37	01/19/2011	MEC Grant Application Procedures	MEC
Notes Link	37ar	05/31/2011	MEC grant application procedures (Arabic)	MEC
Notes Link	37fr	01/19/2011	Programme de Compétitivité Economique du Maroc: Procédures de Demande de Subvention	MEC
Notes Link	38	01/19/2011	Climate Change Vulnerability and Adaptation in Oriental and Doukkala-Abda, Morocco	Doyle, P.
Notes Link	38fr	10/18/2011	Vulnérabilité et adaptation au changement climatique dans l'Oriental et Doukkala-Abda au Maroc	Doyle, P.
Notes Link	39	01/25/2011	Quarterly Report: October to December 2010	MEC
Notes Link	39fr	02/15/2011	Rapport trimestriel de Octobre à Décembre 2010	MEC
Notes Link	40	02/09/2011	MEC Performance Management Plan: 2010 Report	MEC
Notes Link	41	02/22/2011	The Potteries of Safi: Capacity Building for Increased Competitiveness	Harvey, A.R.
Notes Link	42	03/08/2011	Dispositif de Qualification de Maion-d'Oeuvre en Cours d'Emploi	St-Georges, F.
Notes Link	43	03/08/2011	Pricing and Valuation of Water in Moulouya Irrigation Perimeters	Ariza-Nino, E. & El Haiba, M.
Notes Link	44	04/20/2011	Quarterly Report: January to March 2011	MEC
Notes Link	44fr	06/02/2011	Rapport trimestriel de Janvier à Mars 2011	MEC
Notes Link	45	05/10/2011	Renforcement des capacités de gestion des chambres d'agriculture du Maroc	Atide, H.

Notes Link	46	05/10/2011	International marketing of Safi pottery	Chartock, A.
Notes Link	46	11/01/2011	Domestic and international marketing of Safi pottery	Owens, E., Chartock, A. & Zanifi, A.
Notes Link	47	05/10/2011	Domestic marketing of Safi pottery	Zanifi, A.
Notes Link	48	05/10/2011	Export opportunities for Moroccan processed foods: trip report	Nussbaum, M.
Notes Link	49	05/27/2011	Feasibility study for organizing and training “Moqaf” farm workers in Berkane	Lagdas, A.
Notes Link	49fr	08/25/2011	Etude de faisabilité pour l’organisation et la qualification de la main d’œuvre agricole du « Moqaf » de Berkane	Lagdas, A.
Notes Link	50	06/21/2011	First Survey on the Business Climate of the Oriental Region	Mas, J-M. & El Hatib, Y.
Notes Link	51	06/21/2011	First Survey on the Business Climate of the Doukkala-Abda Region	Mas, J-M. & El Hatib, Y.
Notes Link	52	07/08/2011	Technical training in pottery decoration techniques and raw material processing (clay)	Harvey, R. & Lakjaa, A.
Notes Link	53	10/06/2011	Optimizing water use in the dairy industry: the Nestlé factory in El Jadida	Messaho, D.
Notes Link	53fr	07/31/2011	Optimisation de la consommation d’eau dans la filière laitière: cas de la fabrique Nestlé à El Jadida	Messaho, D.
Notes Link	54	08/25/2011	Optimizing water consumption in the caper industry: the case of Caprel, in Safi	Messaho, D.
Notes Link	54fr	08/04/2011	Optimisation de la consommation d’eau dans la filière des capres: cas de Caprel à Safi	Messaho, D.
Notes Link	55	07/15/2011	Quarterly Report: April to June 2011	MEC
Notes Link	55fr	09/06/2011	Rapport trimestriel d’Avril à Juin 2011	MEC
Notes Link	56	08/25/2011	Monograph on the caper sector in the Safi region - what is the role of caper cooperatives?	Rahmani, M.
Notes Link	56fr	08/04/2011	Monographie de la filière câprière dans la région de Safi – quel rôle pour les coopératives câprières?	Rahmani, M.
Notes Link	57	08/04/2011	Research Triangle innovation study tour: Technical trip report	Fellows, W.
Notes Link	58	09/06/2011	Gender strategy and report: Promoting leadership, opportunities and benefits	Luché-Thayer, J.

Notes Link	58fr	10/18/2011	Rapport de genre 2011 - promouvoir le leadership, les opportunités et les retombées positives	Luché-Thayer, J.
Notes Link	59		2012 work plan	MEC
Notes Link	60	10/17/2011	Quarterly report: July to September 2011	MEC
Notes Link		10/06/2011	Crop area estimates in Doukkala irrigated perimeters, May 2011	Edgar J. Ariza-Nino, Taoufik Boukdayr
Notes Link			New USAID/MEC Program Study Released: Enhancing the Quality and Availability of Seasonal Farm Labor	MEC
Notes Link			Workforce training for Innovation and Increased Competitiveness in Safi Potteries	MEC
Notes Link			The Area Frame Spot Sampling Surveys: Mapping crop cultivation patterns to optimize water and land use within agricultural irrigation perimeters in Morocco	MEC

List of Approved Grants

	Grant #	Organization	Grant Title	#	Date Approved	Approved Amount USD	Total Disbursed USD	Amount Remaining USD
Notes Link	G-Ouj-006	G-Ouj-006 - Association Amal El Waha des Usagers des Eaux Agricoles	Conservation of irrigation water and increased agricultural productivity in the Berkoukess Palm Grove of Figuig			\$108,292.08	\$0.00	\$108292.08
Notes Link	G-Ouj-005	G-Ouj-005 - Société Oued Za	Diversification of dairy products and increased aggregation of the Oued Za milk processing company in Taourirt			\$160,194.17	\$0.00	\$160194.17
Notes Link	G-Ouj-004	G-Ouj-004 - Coopérative Agricole Laayoune	Conservation of water resources in the Moulouya perimeter and diversification of crops of the Laayoune Cooperative			\$196,821.52	\$0.00	\$196821.52
Notes Link	G-Ouj-003	G-Ouj-003 - Association Plan Maroc Vert pour le Développement Agricole	Conservation of water resources in the Moulouya perimeter and diversification of crops of the Plan Maroc Vert pour le Développement Agricole Association			\$198,209.72	\$0.00	\$198209.72
Notes Link	G-Ouj-002	G-Ouj-002 - Intilaka – Association d'Usagers d'Eau d'Irrigation en Agriculture (AUEA)	Conservation of Water Resources and Diversification of Agricultural Products in the Irrigated Perimeter of Ain Beni Mathar		05/02/2011	\$162,162.16	\$0.00	\$162162.16
Notes Link	G-Ouj-001	G-Ouj-001 - Coopérative Beni Yaala Zkara	Diversification and processing of aromatic and medicinal plant products		05/02/2011	\$102,960.10	\$0.00	\$102960.10
Notes Link	G-EI -004	G-EI -004 - Wifac Coopérative	Rehabilitation of a crop collection center and its development as a marketing platform in the Oualidia Region			\$197,452.23	\$0.00	\$197452.23
Notes Link	G-EI -003	G-EI -003 - Cooperative Al Khadra	Organization of caper collection and processing and promotion of caper products		08/08/2011	\$151,324.09	\$0.00	\$151324.09
Notes Link	G-EI -002	G-EI -002 - Coopérative Ouled Youssef	Development of the dairy sector in the Oualidia Region through assistance to the Ouled Youssef and Baraka dairy cooperatives		08/31/2011	\$194,552.53	\$0.00	\$194552.53
Notes Link	G-EI -001	G-EI -001 - Société TAJINI	Tajini Culinary Products Development		08/18/2011	\$198,495.00	\$0.00	\$198495.00