

**Post-Compact Monitoring and
Evaluation Plan
First Morocco Compact**

May 2014

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1 PREAMBLE

On August 31, 2007, the Government of the Kingdom of Morocco and the Government of the United States of America, represented by the Millennium Challenge Corporation (MCC), signed an agreement, the Millennium Challenge Compact (“first Compact”), providing Morocco a grant of \$697.5 million. This agreement was based on a foundation of good governance and transparency with particular attention to monitoring and evaluation.

The Compact was carried out over a period of five years, from September 2008 to September 2013. To ensure an orderly and efficient closure to the Program, and in compliance with MCC guidelines, the Accountable Entity (Agence du Partenariat pour le Progrès) developed a “Program Closure Plan” describing the closure strategy for each Project and Activity of a Compact, including the monitoring and evaluation (M&E). As described in the Program Closure Plan, MCC plans to carry out a set of post-Compact evaluations from 2014 through 2017. Completion of these evaluations by MCC-contracted independent evaluators requires the support of the Government of Morocco, including the implementing entities of relevant activities.

This post-Compact M&E plan aims at presenting all the M&E activities to be carried out after the September 2013 Compact end date, as well as clarifying the roles and responsibilities of MCC, key stakeholders within the Government of Morocco, and MCC’s independent evaluators (Section XXX). This plan also describes an annual status report to be submitted to MCC by the Government of Morocco, including reporting on key indicators of project outcomes and impacts (Section XXX). It also describes the performance and impact evaluations to be carried out, the evaluation strategies, the evaluations questions, and the timeline of these evaluations (Section 5).

Roles and Responsibilities for the Government of Morocco

The Government of Morocco appointed the Ministry of Economy and Finance (represented by the Direction des Etudes et Prévisions Financières, DEPF) to be in charge of the Government of Morocco’s post-compact M&E responsibilities. The DEPF will work with the relevant structures within the implementing entities to fulfill the requirement laid out in this plan. As agreed in the Convention de Transfert de Biens, Droits et Responsabilités; Projet Services Financiers & Administration du Programme MCA-Maroc, there are three key roles that MCC foresees of DEPF, which are further detailed in the plan below.

First is the role of support for the continued process of carrying out independent evaluation of the outcomes of Compact investments. These evaluations will be funded, contracted, and managed by MCC, yet it is essential that DEPF (with support from the Compact’s former implementing entities) review evaluation deliverables, providing oversight and quality assurance to these deliverables. DEPF may also play a role in ensuring MCC’s independent Evaluators have access to key Government stakeholders of project as well as access to relevant project data, where it exists.

Second, this Post-Compact M&E Plan describes a regular reporting structure by which DEPF will compile and submit to MCC an annual or semi-annual report of results being observed post-compact, including medium- and long-term outcomes not measurable during the life of Compact. This reporting effort will not require primary data collection efforts, but will be an opportunity to compile secondary data on key indicators of the economic impacts of each project. Relevant implementing entities have a key role in providing the information that would be consolidated by DEPF before its submission to MCC.

Finally, DEPF is requested to play the lead role in facilitating the final review, dissemination, and publication of MCC's independent evaluations in Morocco. Final review will involve ensuring relevant government stakeholders have the opportunity to review and comment on each evaluation prior to publication. DEPF may support the dissemination and publication of MCC's independent evaluation through the sponsorship and facilitation of workshops, public dissemination events, online publication of evaluation reports, or other support to be agreed by MCC and DEPF.

2 LIST OF ACRONYMS^[RAM1]

ADER	Agence pour la Dédensification et la Réhabilitation de la Medina de Fez (Agency for the De-densification and Rehabilitation of the Fez Medina)
AGR	Actions Génératrices de Revenu (Income Generating Activities)
AMC	Association de microcrédit (Micro-credit associations)
ANPME	Agence Nationale de la Promotion de la Petite et Moyenne Entreprise (National Agency for the Promotion of Small and Medium Enterprises)
APP	Agence du Partenariat pour le Progrès (Agency of the Partnership for Progress); i.e. MCA-Morocco
DME	Department of Monitoring and Evaluation
ERR	Economic Rate of Return
FLVT	Functional Literacy and Vocational Training
INDH	Initiative nationale pour le développement humain (National Initiative for Human Development)
INRH	National Institute for Fishery Research
ITT	Indicator Tracking Table
MAMF	Ministry of Agriculture and Maritime Fisheries
MCA-M	Millennium Challenge Account, Morocco; i.e. APP
M&E	Monitoring and Evaluation
MIS	Management Information System
OFPPT	L'Office de la Formation Professionnelle et de la Promotion du Travail (Office for Vocational Training and Promotion of Employment)
PDA	Points de Débarquement Aménagés (Fishing Landing Sites)
PLY	Place LallaYdouna
PME	Petite et Moyenne Entreprise (Small and Medium Enterprises)
MA	Ministry of Artisanat
VT	Vocational training
WUA	Water Users' Association

3 ROLES AND RESPONSIBILITIES

MCC, the Government of the Kingdom of Morocco (GoM), and each Independent Evaluator plays critical roles in designing, implementing, and disseminating MCC's post-compact independent evaluations. Their roles are as follows:

3.1 MCC

MCC is responsible for oversight of the Independent Evaluator and quality control of evaluation activities, including the following specific responsibilities:

- *Set the evaluation priorities and evaluation questions.* Using the program logic as the foundation, MCC will develop the evaluation priorities and evaluation questions based on existing evidence, the evidence gap, and the learning priorities for the sector and agency.
- *Build buy-in and ownership of the evaluation.* MCC will work with the Independent Evaluator and GoM to ensure the evaluation design follows the rules of program design and implementation. The Evaluator will ensure the evaluation design is based on the most rigorous feasible methodologies given program design and implementation.
- *Determine the evaluation budgets.* MCC will develop an evaluation budget, including payment of Independent Evaluators, expected data collection requirements, and any other activities related to the evaluation.
- *Manage the Independent Evaluators.* MCC will develop Terms of Reference for the Independent Evaluators and manage the contracting process, including Request for Proposals, Proposal Review, selection of the Independent Evaluator, development of a work plan, and supervision of the Independent Evaluator in line with the work plan and agreed deliverables.
- *Manage the data collection firms.* As appropriate, MCC will develop Terms of Reference for the data collection firms, with technical support from MCA and the Independent Evaluator. In this scenario, the MCC is responsible for managing the contracting process, including Request for Proposals, Proposal Review, selection of the data collection firm, development of a work plan, and supervision of the data collection firm in line with the work plan and agreed deliverables.
- *Quality review of evaluation materials.* Using the program logic as a foundation, MCC is responsible for reviewing evaluation materials, including the design report and survey materials, for feasibility, technical and factual accuracy, and adherence with international standards (when applicable).
- *Quality review of evaluation reports.* MCC is responsible for reviewing Independent Evaluators' reports to ensure technical and factual accuracy. While MCC will provide feedback, the Independent Evaluator is ultimately the author of the evaluation reports and may or may not take into consideration MCC's comments. MCC therefore develops an Official Response for each evaluation report to confirm the technical and

- factual accuracy of the report, or clarify any differences on technical or factual issues between MCC and the Independent Evaluator.
- *Lead initial public dissemination efforts.* MCC is responsible for leading initial public dissemination of results, in particular ensuring a feedback loop internally in order to inform future decision making on similar program investment, design, and implementation. This requires ensuring the evaluation results are disseminated on the MCC website, and results are disseminated to appropriate stakeholders in a timely fashion.

3.2 Government of Morocco, DEPF

DEPF, or any other designated government representative (referred to below generally as “GoM”), is responsible for building local ownership and commitment to the evaluation and quality control of evaluation activities, including the following specific responsibilities:

- *Build buy-in and ownership of the evaluation.* GoM will work with the Independent Evaluator and MCC to ensure the evaluation design follows the rules of program design and implementation. When possible, GoM will work with the Independent Evaluator and MCC to develop a program implementation roll-out plan that enables a rigorous evaluation design. GoM will work with MCC to ensure commitment to the roll-out plan by local stakeholders, and if it is not possible to adhere to the roll-out plan, will inform MCC in order to request the Independent Evaluator adapt the evaluation design.
- *Quality review of evaluation materials.* Using the program logic as a foundation, GoM is responsible for reviewing evaluation materials, including the design report and survey materials, for feasibility, technical and factual accuracy, and adherence with international standards (when applicable).
- *Quality review of evaluation reports.* GoM is responsible for reviewing Independent Evaluators’ reports to ensure technical and factual accuracy. While GoM will provide feedback, the Independent Evaluator is ultimately the author of the evaluation reports and may or may not take into consideration GoM’s comments. GoM therefore develops an Official Statement for each evaluation report to confirm the technical and factual accuracy of the report, or clarify any differences on technical or factual issues between GoM and the Independent Evaluator.
- *Facilitate public dissemination efforts.* GoM is responsible for facilitating public dissemination of results, in particular ensuring a feedback loop in-country in order to inform future decision making on similar program investments, design, and implementation.
- *Collaborate with relevant implementing entities.* In order to ensure quality of each evaluation’s intermediate and final products, GoM is responsible for ensuring the Evaluator’s deliverables receive an adequate level of engagement from the relevant implementing entities, regarding matters of methodology as well and factual accuracy. This may include opportune sharing of design/methodological reports, data collection

instruments, and analytical reports. Specifically, during the Compact, APP established agreements with various agencies to implement the Compact's projects, including:

- The Ministry of Agriculture and Maritime Fishing (MAPM), for the Fruit Tree Productivity Project and for the Functional Literacy Activity in the agricultural and fisheries sectors;
- The National Fisheries Office (ONP), for the Small-scale Fisheries Project.
- The Ministry for Artisans, for the Artisan Production and Artisan Promotion Activities of the Artisan and Fez Medina Project, as well as the Functional Literacy and Vocational Training Activity in the artisan sector.
- The Agency for De-densification and Rehabilitation of the Fez Medina (ADER), for the Fez Medina Activity of the Artisan and Fez Medina Project.
- The OFPPT, ANPME and INDH, for the Enterprise Support Project.

3.3 Independent Evaluators

The Independent Evaluator for each respective evaluation is responsible for the overall design, implementation, and dissemination of the evaluation, including the following specific responsibilities:

- *Develop a rigorous evaluation design given rules of implementation and feasibility of options.* Using the program logic as the foundation, Independent Evaluators must assess the program design and implementation to develop the most rigorous evaluation design feasible, whether it is a performance or impact evaluation, and identify the most appropriate evaluation methodology feasible given the context. The Independent Evaluator is responsible for developing an evaluation design report, in consultation with MCC and GoM, which summarizes the evaluation design, sampling, analysis plan, and other critical design elements of the evaluation.
- *Support MCC and GoM to build buy-in and ownership of evaluation.* The Independent Evaluator will meet with MCC and local stakeholders to develop the evaluation design based on program design and implementation. In addition, the Independent Evaluator will continuously present the evaluation objectives, materials, and interim and final results for MCC and local stakeholders to maintain commitment to the evaluation.
- *Develop evaluation materials that are held to international standards.* Using the program logic as a foundation, the Independent Evaluators define how key outcomes will be measured and develop the survey instruments or other data collection tools in order to answer critical evaluation questions.
- *Ensure appropriate review of evaluation materials and research protocols.* Independent Evaluators are responsible for ensuring all evaluation materials, including the evaluation design, survey instruments, sampling strategy, data collection and entry protocols are reviewed by an institutional review board (IRB). IRB review and approval is required before any data collection commences. The Independent Evaluators will

- document all approvals and informed consent procedures throughout the evaluation time period.
- *Manage data collection firms.* As appropriate, the Evaluator will develop Terms of Reference for the data collection firms, with technical support from MCC and GoM. In this scenario, the Independent Evaluator is responsible for managing the contracting process, including Request for Proposals, Proposal Review, selection of the data collection firm, development of a work plan, and supervision of the data collection firm in line with the work plan and agreed deliverables.
 - *Supervise data collection.* Even in the case that data collection is not financed under the Independent Evaluator's contract, the Evaluator is responsible for quality control over data collection activities, including interviewer training, pre-testing, and implementing data quality review checks during data collection.
 - *Lead data cleaning, analysis, interpretation of results.* The Independent Evaluator is responsible for leading any necessary data cleaning and consultation with the data collection firm to produce final analysis files. The Independent Evaluator is responsible for leading all analysis in line with the agreed analysis plan developed with MCC, and consulting with MCC should the analysis plan need to be revised or adapted.
 - *Produce evaluation reports.* The Independent Evaluator is responsible for sharing initial evaluation reports with local stakeholders (including DEPF, relevant implementing entities, and any contractors) and MCC for review and feedback. However, given the Independent Evaluator is the author of the evaluation reports, local stakeholder and MCC feedback may or may not be taken into consideration for the final report. The Independent Evaluator is responsible for documenting all feedback and Evaluator responses.
 - *Lead public dissemination efforts.* The Independent Evaluator is responsible for leading public dissemination efforts facilitated by GoM and MCC (such as local workshops and conferences), but also additional conferences or other opportunities to publicly disseminate the results of the evaluation. The Evaluator will advise MCC on any public dissemination opportunities and collaborate as appropriate.

Tentative Budget Responsibility

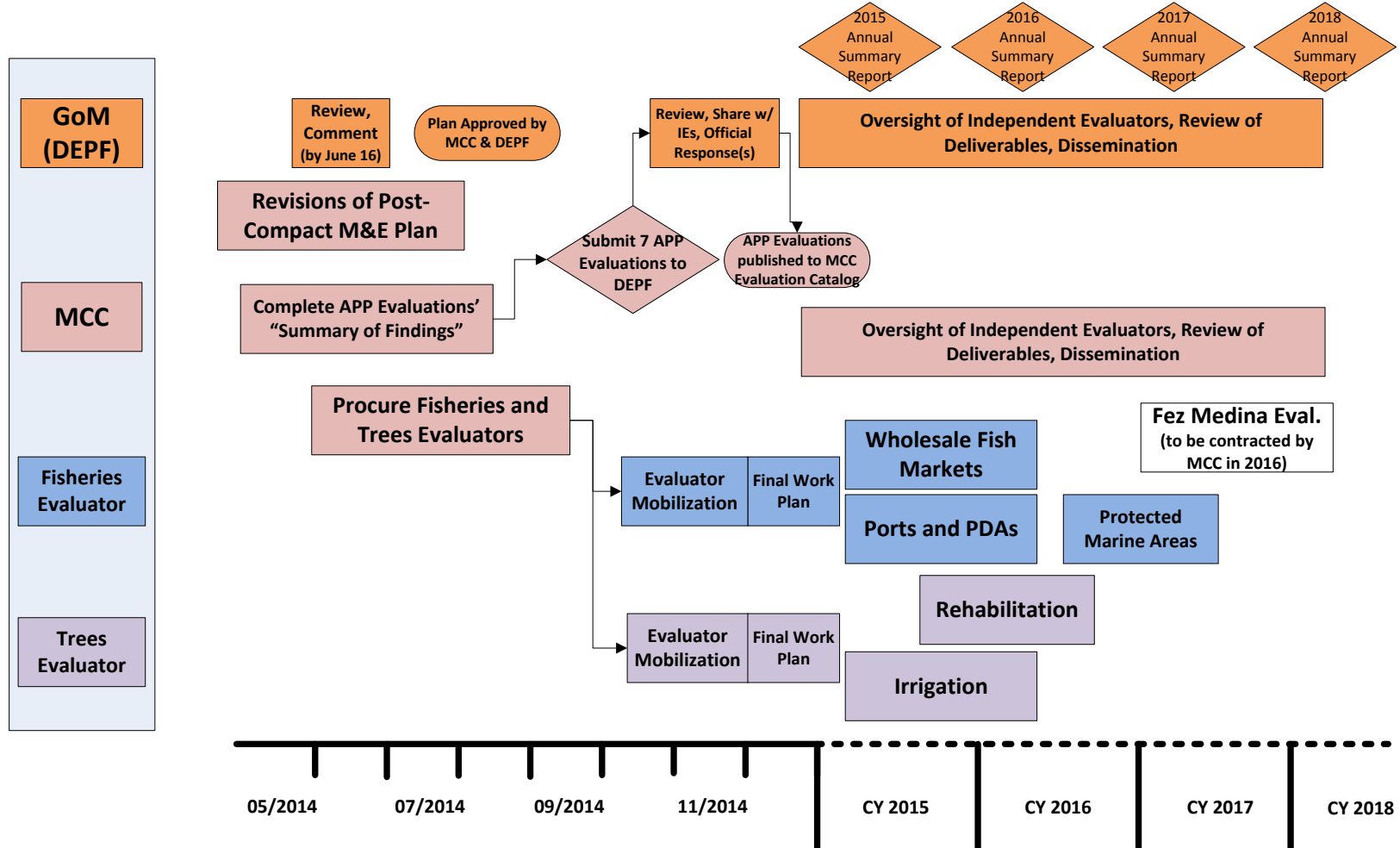
MCC has currently earmarked funds for the independent evaluations described in Section 5, including both the cost of contracted evaluators and the cost of necessary data collection efforts. Some dissemination activities such as in-country presentations of evaluation findings, may be funded by the Government of Morocco.

4 PROSPECTIVE TIMELINE

The following is a draft workplan, followed by a text narrative of key milestones.

4.1 Post-Compact Work Plan

Post-Compact Monitoring and Evaluation Work Plan 2014 – 2018



4.2 Post-Compact Milestones

2014

- July: MCC sends revised *Post-Compact M&E Plan* for DEPF approval
- July/August: Within two weeks of receipt, DEPF approves *Plan* or recommends revisions
- September 30: Expected contract award date for two MCC-contracted independent evaluators (Trees and Fisheries evaluations)
- October: MCC submits package of seven independent evaluations completed during Compact (APP), including MCC's *Summary of Findings*
- November: DEPF compiles GoM Statements of Support/Disagreement to be published on MCC's Evaluation Catalog
- November/December: MCC Evaluators have completed desk review and mobilized to Morocco
- Late 2014/Early 2015: Publication of 7 APP Evaluations on MCC Evaluation Catalog (web)

2015

- Early 2015: Trees Evaluator submits evaluation design report(s)
- Early 2015: Fisheries Evaluator submits evaluation design report(s)
- March: DEPF Submission of Annual Summary Report (including ITT indicators)

2016

- March: DEPF Submission of Annual Summary Report (including ITT indicators)
- Submission of Whole Fish Markets final evaluation report
- Submission of Posts & PDAs final evaluation report
- Submission of Irrigation Activity final evaluation report
- September 30: Expected contract award date for MCC-contracted independent evaluator for Fez Medina Activity

2017

- March: DEPF Submission of Annual Summary Report (including ITT indicators)
- Submission of Protected Marine Areas final evaluation report

2018

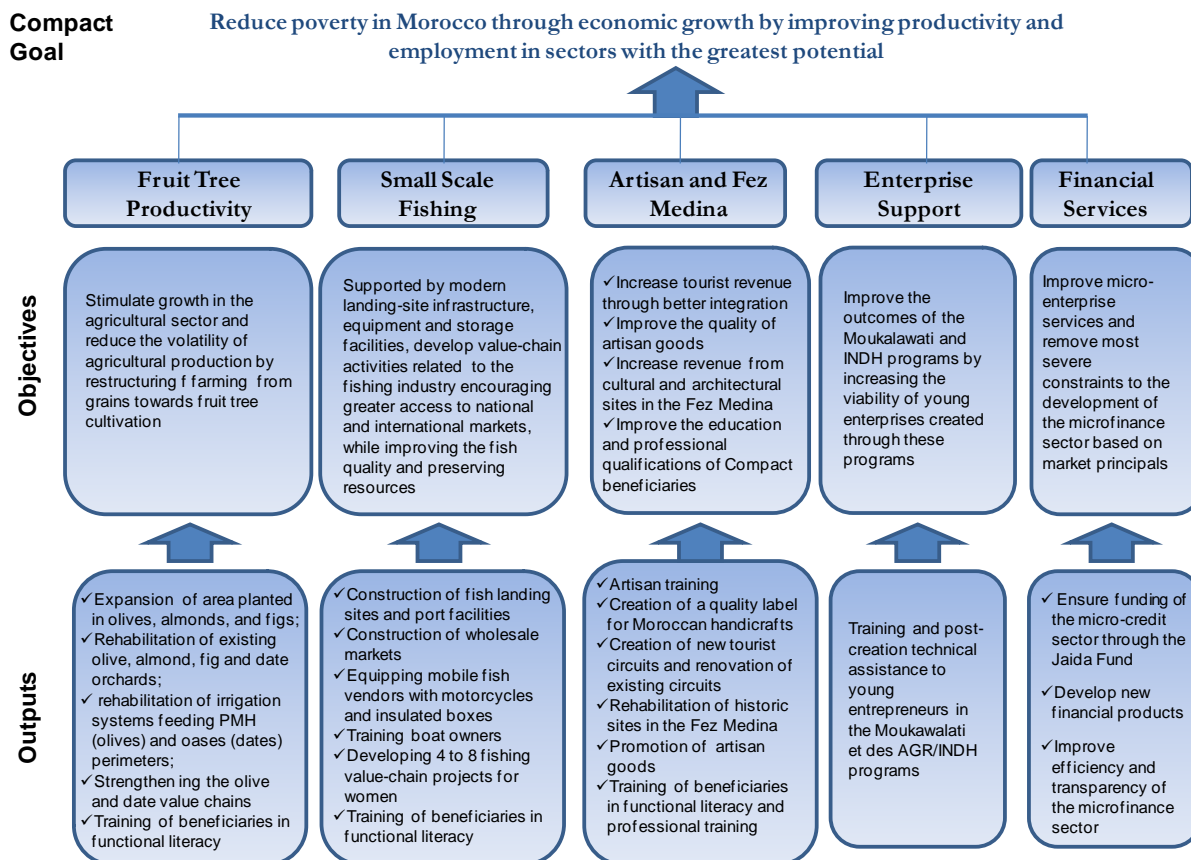
- Early 2018: Submission of Fez Medina final evaluation report
- March: DEPF Submission of Annual Summary Report (including ITT indicators)

5 OVERVIEW OF THE COMPACT AND ITS OBJECTIVES

5.1 Overall Program Logic

The goal of the Morocco Compact is to reduce poverty through economic growth, and the MCC Compact Program intends to reach this goal by improving productivity and employment in sectors with high potential for growth including agriculture, small fishery, and artisan sectors. The Compact also aims at reinforcing the microfinance sector and government programs promoting small enterprises. Finally, it supports literacy programs and professional training in the sector targeted by the Compact. The overall Compact logic is outlined in the following chart :

Logical Framework for the Morocco Compact



5.2 Program Logic, Projected Benefits, and Beneficiaries by Project

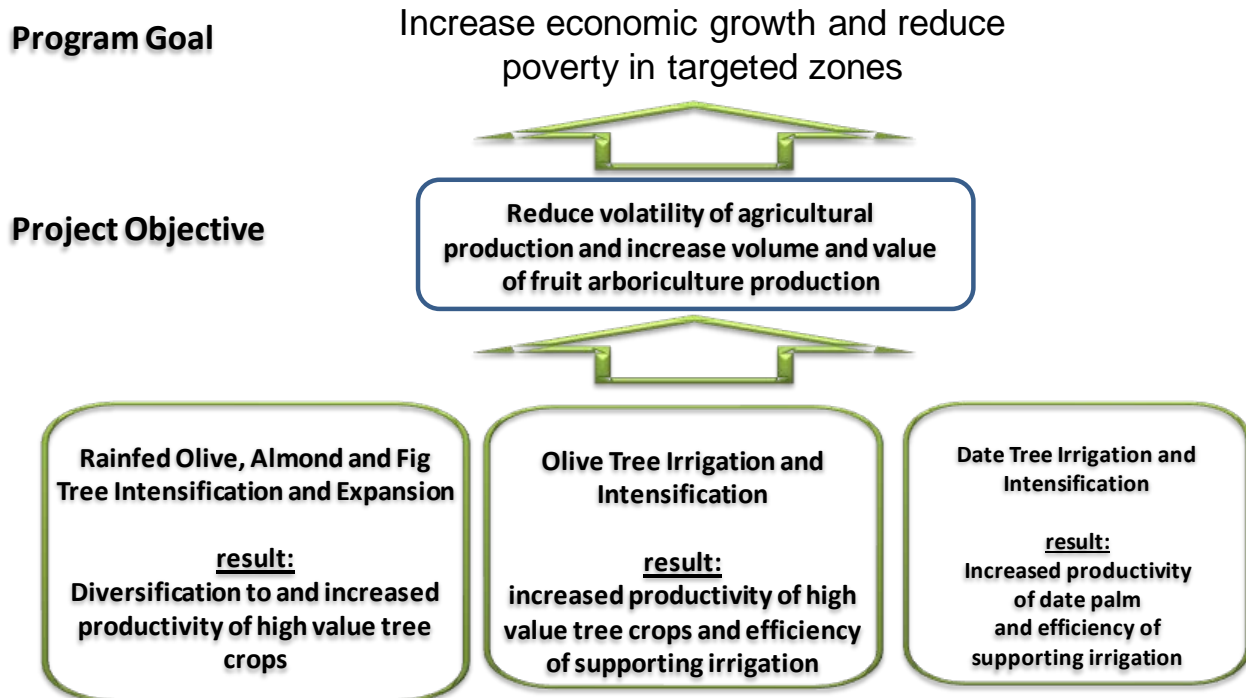
Fruit Tree Productivity Project (\$340.5 million¹)

Logic and Structure of the Project

The Fruit Tree Productivity investment is designed to stimulate growth in the agricultural sector through transformation from extensive cropping of annuals, notably cereals, to more productive market-oriented cultivation of perennial tree crops (olives, almonds, figs, dates) based on sustainable management of soil and water resources and improved links to national and international markets. The objectives are to: 1) reduce water needs in agriculture by moving from high water-use, low-value cereal grains to low water use, high-value commercial fruit tree species; 2) reduce volatility in agricultural production and farm revenues by expanding the area of

¹ The initial budget for this Project was \$300.9m. The increase comes mainly from a reallocation from the Artisan and Fez Medina Project to fund the Catalyst Fund Activity.

commercial tree species that produce more stable yields and can better handle moisture stress; 3) protect the natural resource base by eliminating wheat production from hillsides, replacing it with trees that reduce erosion and conserve the soil; 4) replace wheat, where Morocco is not competitive on the international market, with commercial tree crops, where it has a natural competitive advantage; and 5) organize and link small-holders to high-value markets.



The Project, which originally comprised four Activities, has five activities today.

A. *Rain-fed Olive, Almond and Fig Tree Intensification and Expansion Activity.* This activity is focused on the rehabilitation of 55,000 ha of rain-fed fruit trees and the expansion of fruit tree production originally on 120,000 ha and currently on 62,000 ha (see discussion on the re-scoping of the Project below). The primary goal is to increase and stabilize farm incomes in target areas by facilitating the shift to tree crops. This activity includes the following sub-activities: intensifying and rehabilitating existing olive, almond and fig orchards; expanding tree crops by converting hillsides planted with low-value, erosion-prone, annual cereal crops to new high-value, terraced, perennial olive, almond and fig orchards; training and technical assistance for producers, their families and producer associations. Training focuses on improved crop husbandry techniques and capacity development for farmer cooperatives in management, marketing, accounting, organization and access to financial services.

B. *Olive Tree Irrigation and Intensification Activity.* This activity supports the intensification and rehabilitation of existing olive tree production in small- and medium-sized irrigated perimeters called PMH (*Petites et Moyennes Hydrauliques*). The primary goal is to increase the efficiency of water-use and other crop practices to enhance the yield and profitability of olive production in the target areas. The interventions include upgrading and further development of existing irrigation

infrastructure and technical assistance to producers, their families and producer associations on improved crop husbandry techniques. Support is also provided to existing Agricultural Water Users Associations in operations, management and maintenance of irrigation water distribution systems.

C. Date Tree Irrigation and Intensification Activity. This activity supports the upgrading of existing small-scale irrigation infrastructure, in addition to intensification/rehabilitation of existing date tree cultivation in irrigated oasis perimeters. The primary goal is to increase the efficiency of water-use and other crop practices to enhance the yield and the profitability of date production in the target areas. The activity includes the improvement in irrigation infrastructure of small- and medium-sized irrigation schemes. It also supports the rehabilitation of date trees, including training on pruning, cleaning, and fertilizing of 140,000 existing trees and the provision and transplanting of date plants, including 250,000 disease-free in-vitro date plants and 60,000 selected offshoots from existing trees. The activity also includes technical assistance to producers, their families, and producer associations on improved crop husbandry techniques and the creation, training and advisory support of farmer cooperatives in management, marketing, accounting, organization and access to financial services.

D. Fruit Tree Sector Services. A variety of critical value chain support services have been designed to ensure the success and integration of the various Project activities, and include training to producers, producers' organizations, water users associations, and small processing firms on a variety of production, managerial, and accounting practices. This activity also includes applied research, support to the development of market information for agribusinesses, and pilot project to promote a greater integration of women in the value chain.

E. Catalyst Fund². The primary objective of the Fund is to energize early investment in the targeted value-chains that will advance benefits to Fruit Tree Productivity Project (FTPP) farmers and secure sustainable market linkages. The grant funding also helps to partially compensate businesses for the perceived risk of building commercial relationships with Project farmers. The FТПP focuses heavily on supply-side development of olive oil, table olive and date value-chains. The Fund aims at complementing these efforts by partnering with private industry to develop commercial linkages with producers and promote processing into higher-value finished products (higher quality olive oil).

The Catalyst Fund provides a 50% subsidy to new olive crushing units constructed and equipped by second order organizations (a cooperative of cooperatives). The design of this activity is based on another 30% subsidy from the Agricultural Development Fund, a 15% bank loan from the *Credit Agricole du Maroc* (CAM) and 5% contribution from beneficiaries.

² The Catalyst Fund Activity was added in 2011 with funds made available from the Fez Medina Project. One of the sites targeted by the Fez Medina Activity was removed in 2010, prompting a re-scoping. As a result, \$21.7 million were released from the Fez Medina Project and reallocated to the Fruit Tree Productivity Project to catalyze additional private sector investments for downstream activities.

Economic analysis

The economic rationale of the Fruit Tree Productivity Project assumes increased farm incomes resulting from increased yields of existing trees, increased tree density, and a shift in cropping patterns from lower-value wheat to higher-value tree crops. The original economic analysis of the Fruit Tree Productivity Project was completed in 2007 during the Compact Development process and comprised five ERR models (economic rate of return). Their overall characteristics are presented in the Table below.

Table 1: Initial ERR analysis for fruit tree productivity project

ERR Models	Activity	ERR	Time Horizon	Benefit Streams
Rain-fed Expansion	A	19.3%	25 years	<ul style="list-style-type: none">– Higher profitability per hectare of cultivated land because of higher productivity and intercropping.– More profitable cropping mix: cereals/legumes and olive trees–
Rehabilitation (Intensification)	A	26.7%	30 years	<ul style="list-style-type: none">– Higher yield per hectare of cultivated land
Olive Tree Irrigation	B	17.3%	25 years	<ul style="list-style-type: none">– Increased water supply, especially during droughts, leading to increased farm productivity• Technical training and assistance to enhance water management and cultivation skills leading to increased productivity
Date Tree Irrigation	C	18.7%	25 years	<ul style="list-style-type: none">• Higher farmer net revenue per hectare from higher yields per hectare of cultivated land

The Project was re-scoped in 2010 when it became clear that the costs of works contracts were much higher than planned budget, particularly for the expansion of olive tree plantings in rain fed areas. It was decided to prioritize and maintain the project objectives in terms of irrigation works and partially reduce the objectives of fruit tree expansion and rain fed areas. The area to be planted was thus reduced from 120,000 Hectares to 80,000 Ha, of which 62,000 Ha would be funded by MCC and 18,000 Ha would be funded by the Moroccan Government, albeit with feasibility studies and supervision done through Compact-funded contracts. The number of hectares to be rehabilitated in PMH and oasis areas remained unchanged.

The economic analysis was revisited as part of the re-scoping process and new ERRs were calculated. In spite of the cost increase for the expansion and irrigation works, the ERRs remained above the hurdle rate.

Because the structure and aggregation of the re-scoped models are different from the original ones, a strict comparison of the ERR results after the re-scoping is not entirely appropriate. The main drivers of the models are the same, but the way the models are populated and the value of the parameters have changed sufficiently that the difference in the ERR values cannot be solely attributed to the change in the investment costs. To isolate the impact of the cost increase on the rate of return of the various activities, the ERRs were calculated in the revised models but using the original cost per hectare (the total cost of the project remained unchanged through the re-scoping). The summary table below shows the original and revised ERRs, as well as the value of the ERR in the updated model using the original costs. The difference between column 6 and 7 can be broadly attributed to the change in costs that prompted the re-scoping.

Table 2: ERR analysis for fruit tree productivity project after rescoping

(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Original ERRs ³	Original Avg. Cost/Ha	Actual Avg. Cost/Ha	% Change In Avg. Cost/Ha	Re-scoped ERR With Updated Costs	Re-scoped ERR With Original Costs
Rain-fed Expansion	19.3%	\$1,143	\$1,770	54.9%	10.4%	13.1%
Date Tree Irrigation	18.7%	\$1,348	\$1,462	8.5%	21.6%	22.4%
Olive Tree Irrigation	17.3%	\$1,645	\$1,668	1.4%	17.5%	17.6%
Rehabilitation ⁴	26.7%	--	--	--	--	--

Economic analysis was reviewed at the end of the Compact to estimate close out ERRs. The latest ERR will be posted on MCC websites (www.mcc.gov).

³ The original ERRs calculated in 2006 used a 25 year horizon except for the rehabilitation, which used a 30-year horizon. All re-scoped ERRs use a 20-year horizon as recommended by MCC current guidelines.

⁴ The rehabilitation component was not affected by the re-scoping as actual costs remained in line with estimated budget and the ERR was not recalculated.

Beneficiary analysis

The Fruit Tree Productivity Project affects three agro-ecological zones: rain-fed areas located on slopes; irrigated piedmont areas; and oasis areas. The number of farm beneficiaries by zone is estimated as follows:

Table 3: Number of beneficiaries of the fruit tree productivity project

Zone and Type of Intervention	Area in Ha		Number Beneficiary households
	Expansion	Rehabilitation	
Zone of Rain-Fed production	62,000	55,000	66,200
<i>Rehabilitation interventions</i>	-	28,000	11,400
<i>Expansion and Rehabilitation interventions</i>	39,000	27,000	38,700
<i>Expansion interventions only</i>	23,000	-	16,100
Zones of irrigated olive production (PMH)	34,000		27,600
Zones of irrigated date production (oasis)	19,400		16,500
TOTAL	170,400		110,300

The total number of farm beneficiaries is thus estimated at 110,300. Using the average household size in Morocco of 5.04⁵, the Project is estimated to benefit a total of 555,912 people.

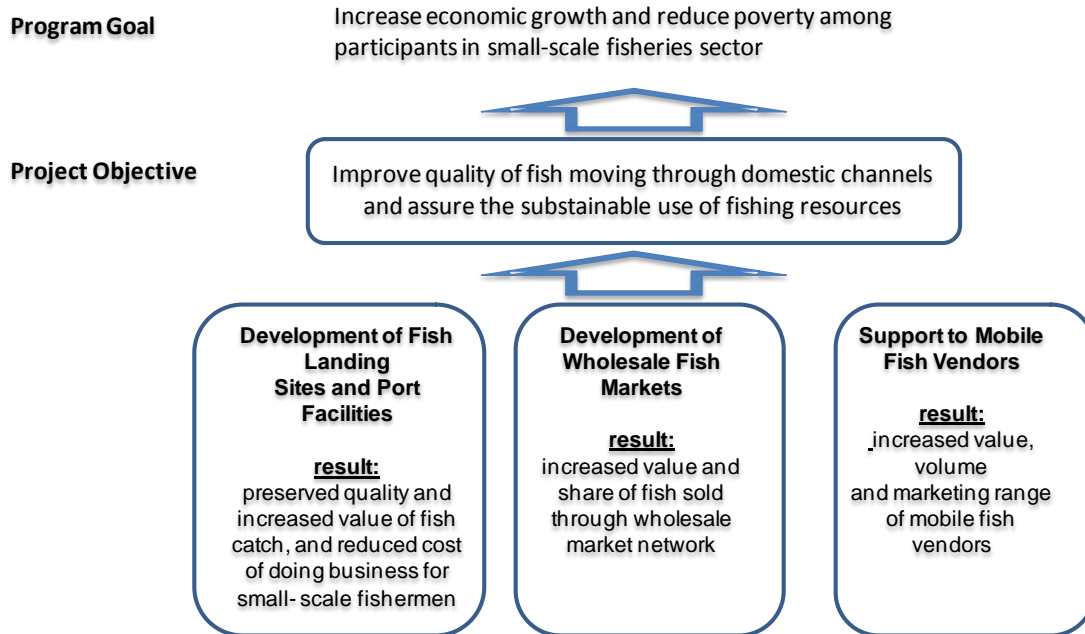
Small Scale fisheries project (\$122.5 million⁶)

Logic and Structure of the Project

The objective of the Small Scale Fisheries Project is to improve the quality of fish moving through domestic channels and assure the sustainable use of fishing resources. The investment seeks to modernize the conditions for landing, storing, and marketing fish, thereby improving the quality of the catch, maintaining the value chain, and increasing fishers' access to both local and export markets. The program logic is as follows.

⁵Recensement général de la population et de l'habitat, 2004 : Caractéristiques démographiques et socio-économiques de la population, Haut Commissariat au Plan.

⁶ The initial budget for this Project was \$116.2m.



The Project has three activities.

- A. **Development of Fish Landing Sites and Port Facilities Activity** :. While Morocco possesses a number of modern fishing ports with adequate infrastructure, these are mostly dedicated to the more modern, larger-scale high seas and coastal fleets. The smaller-scale fleet, dispersed along existing fishing grounds, has been marginalized and lacks adequate landing site infrastructure to commercialize its products at their full value. This activity is responsible for constructing fish landing sites (called PDAs) along both the Mediterranean and Atlantic coasts, and to construct or upgrade port facilities in major existing ports for the benefit of small-scale fishers. The interventions include (i) the construction of up to 20 landing sites equipped with essential services to fishermen and an auction hall where catches can be sold immediately at market prices; (ii) the improvement of up to 13 port facilities with appropriate infrastructure as well as an auction hall; (iii) technical and training assistance for fishers based at PDAs on the conservation of marine resources and management of Marine Protected Areas, improved techniques of hygiene and safety at sea, and business development skills. This component also includes a small grant program to implement on a pilot basis, interventions to promote women's activities in the value chain.
- B. **Development of Wholesale Fish Markets Activity**: Existing wholesale fish markets in Morocco are outdated and poorly managed. They are neither customer nor tenant friendly and provide sub-standard sanitary conditions. Ownership of the markets lies with City Councils and their management is regulated by a 1962 law designating ex-freedom fighters as *mandataires*, offering these individuals and their descendants a *de facto* monopoly over the market. Due to the relatively large long-term investment (30 years), the markets do not attract private investors. This activity is concerned with the building or re-building of modern wholesale markets in selected cities along with the technical and training assistance required to ensure proper management. The interventions include (i) the construction of up to six

wholesale fish markets in major cities, mainly located in the interior of the country (Marrakech, Meknes, Taza, Tetouan, Beni-Mellal, and Rabat); (ii) technical and training assistance to the *Office National des Pêches* or ONP (national bureau for fisheries) staff, market managers and personnel of the wholesale markets, and private sector users in topics such as management, hygiene, and sanitation.

- C. **Support to Mobile Fish Vendors Activity** :According to ONP, there are 5,000 mobile fish vendors serving principally poor urban populations. Some have small motorcycles or three-wheeled bikes, while others operate with donkey-drawn or hand-pulled carts. Typically, the fish are stored in non-insulated boxes or cupboards, often without ice, hence fish quality and value decline rapidly. To improve the productivity of the fish vendor sector, this activity includes the following interventions: (i) financing 30% of mobile fish vending equipment cost for modern, heavy-duty, 3-wheeled motorbikes equipped with insulated ice chests for up to 2,000 mobile fish vendors.. The remaining investment is provided by a subsidy from the National Initiative for Human Development (INDH : 55% to 60%) and by the fish vendors themselves (10% to 15%); (ii) technical and training assistance to those fish vendors in fish regulations, proper hygiene, product handling, quality preservation, small business management, formation of associations/cooperatives of fish vendors, and access to financial services.

Economic Analysis of the artisan fishery project

The objective of the Project is to improve the quality of fish moving through domestic channels and assure the sustainable use of fishing resources. At the time of Compact-signing, the ERRs for the different activities of this project were as follows, demonstrating that all four activities were economically profitable.

Table 4: ERR analysis of artisan fishery project

Small Scale Fisheries :	
Construction of PDAs	28.6% (20years)
Provision of infrastructure for small-scale fishing	83.5% (20 years)
Construction of wholesale markets	43% (20 years)
Support for mobile fish vendors	32.2% (10 years)

As implementation progressed and feasibility studies were released, a number of sites had to be dropped for technical reasons, bringing the number of PDAs to 11 (from 20) and the number of ports also to 11, from the 13 originally targeted. Works cost have come higher than budget also, particularly for the wholesale markets. The ERRs were updated during close out period. The close out ERR will be posted on MCC website (www.mcc.gov)

Beneficiary Analysis

The beneficiaries of the Small-scale Fisheries Project are located along the coastal artisanal fishing network. Direct beneficiaries fall into two main categories: small scale fishermen (professional fishermen working on small boats) and mobile fish-vendors. The total number of beneficiaries has been projected to be 25,680 individual fishers and fish vendors. Taking into account the average size of a household, at 5.04 persons, the total number of beneficiaries comes to nearly 129 400 persons.

– **Small scale fishermen at PDAs and ports**

The project targeted all small scale fishermen operating in 11 PDAs proposed for development, a population of 4 624⁷ fishermen. Furthermore, at 11 ports, some 7 200 fishermen would benefit from the new infrastructure supporting small scale fishing. Thus the total number of household beneficiaries would be 23,300 at PDAs and 36,200 at ports.

– **Wholesale market users**

Beneficiaries of wholesale markets are managers of the facilities, handlers, maintenance and security. The number of beneficiaries is nearly 2,500, which corresponds to 12 450 households beneficiaries.

– **Mobile fish vendors**

While 2,000 mobile fish vendors were originally targeted, but only 1 234 actually benefitted from the project. The total number of beneficiaries is estimated at 6,200.

– **Pilot projects for women**

Through this activity, 4 pilot projects for help integrate women in the artisan fishery sector were planned be funded. This number decreased to two pilot projects after eligibility studies. The number of beneficiaries was 388 women at compact end date. This number will increase in the future as new members join these cooperatives.

Artisan and Fez Medina Project (\$ 63.4 million⁸)

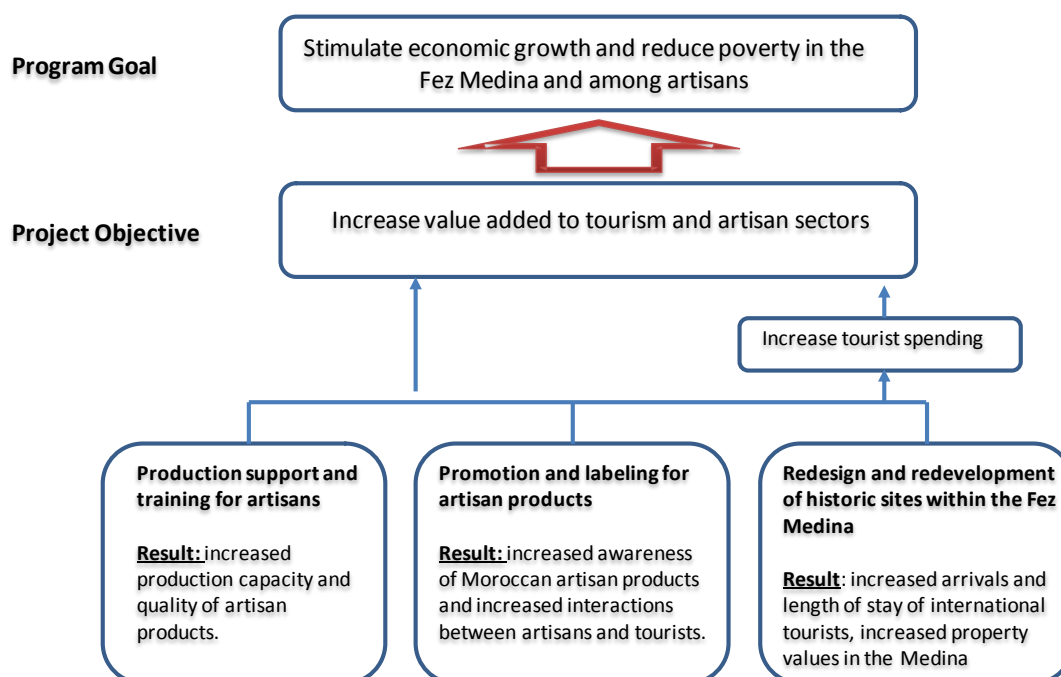
Logic and Structure of the Project

The Artisan and Fez Medina Project seeks to stimulate economic growth by improving linkages between handicrafts, tourism and the rich cultural, historic and architectural patrimony of the Fez Medina. To encourage tourism, the project supports the restoration of historic sites in the Medina

⁷ This number of beneficiaries is calculated on the basis of the number of boats in the 11 PDA that remain in the project and an average number of 4 fishermen per boat.

⁸ The original budget for this Project was \$105.7m, but was reduced following a de-scoping of the Fez Medina activity with the removal of the Makina site in 2010. The activities not completed by September 15th 2013 and the construction of Place Lalla Ydouna are all funded by the Moroccan Government budget.

of Fez and an international architectural design competition for Place Lalla Yeddouna, an important site in the Medina. The Project also fosters better quality artisanal products by supporting improved production and management techniques, as well as providing a subsidy for the purchase of less polluting gas kilns for potters. Finally, artisans in Fez and Marrakech in particular benefitted from promotion activities both in the domestic and international markets. One of the Activity of the Project, the Functional Literacy and Vocational Training Activity, has a distinct program logic and is discussed in a separate section below.



The Project has four Activities including the Functional Literacy and Vocational Training Activity, which is discussed separately below.

A. *Artisan Production Activity.* This Activity provides assistance to potters in Fez and Marrakech to meet growing demand for high quality Moroccan pottery by investing in modern techniques and equipment, including cleaner burning kilns to replace traditional, high polluting, wood burning kiln. The interventions include: (i) a technology transfer package that includes demonstrations of modern kilns and training in modern production techniques, design, marketing and business management; (ii) a subsidy of 30% for the purchase of large kilns (4 m³ or more) and 40% for small kilns (3 m³ or less); (iii) technical assistance for potters to facilitate access to financial services from local banks and microcredit associations.

B. *Artisan Promotion Activity.* This Activity includes the following interventions: (i) marketing campaigns to highlight artisans and their crafts within the Medinas of Fez and

Marrakech, both at national and international levels; (ii) the creation and updating of tourist circuits in Fez and Marrakech; and (iii) the creation and promotion of a label to clearly distinguish genuine Moroccan crafts from foreign imitations.

C. *Fez Medina*. The Fez Medina Project Activity includes the rehabilitation or construction of some key historical and touristic sites in the Medina of Fez. It includes the following interventions: (i) the design and reconstruction of Place LallaYdouna (PLY) and three 14th- and 15th-century fondouks (large, multi-story structures surrounding a central courtyard); (ii) an international design competition for the PLY reconstruction and re-design to better serve local residents and attract visitors to Fez; and (iii) the development of a production zone at AinNokbi for the resettlement of copperware workers affected by the rehabilitation of PLY.

This Activity originally included another large and multifunctional site, called the Makina. In January 2010, the Government of Morocco requested that this site be removed from the Compact, prompting a de-scoping of the Project.

Due to delays in launching work at PLY site, MCC is no longer funding the construction of this site. It is constructed through Government funding.

Economic Analysis of the Artisan and Fez Medina Project

The initial Artisan and Fez Medina Project ERR was an estimated 21.2 percent. The Fez Medina Activity was re-scoped in 2010, however, which removed the Makina Activity from the Project. The economic analysis confirmed that the Fez Medina Project was still economically viable with a Project ERR estimated to be 11 percent.

While tourism growth increased over the past two years as the global economy recovered, it is considerably below the nine percent annual rate originally assumed in the model. The sensitivity of these results to external economic conditions, as well as the current pessimistic outlook for economic growth in Europe, suggests that worldwide economic volatility will play a continuing role in determining the impact of these investments.

In late 2011, the ERR for the Fez Medina again needed to be revised to take into account the effect of changes in project completion dates and proposed budgets. At that time, it was discovered that the space available for artisans and other commercial activities, a key model assumption, was more than twice as great as originally planned, substantially increasing the PLY benefits. The new data about space availability were drawn from the feasibility study presented by the winner of the international PLY design competition. This increased the ERR for the Fez Medina and Artisan Promotions activities to 14.8 percent. (However, the new ERR estimate was not formally reviewed by MCC, as no-re-scoping was necessary).

A close out ERR were calculated at Compact close-out for Fez medina and the promotion activity as well as for the Artisan production. These ERR will be posted on MCC website (www.mcc.gov.ma).

Beneficiary Analysis of the Artisan and Fez Medina Project

i. Artisan production

This activity was expected to assist the potters of Fez and Marrakech to meet growing demand for high quality Moroccan pottery by investing in modern techniques and equipment, including cleaner burning kilns to replace traditional, high polluting kilns. Specifically, the project trained 2,332⁹ workers and master artisans in pottery. In addition, it provided a 30% to 40% subsidy of the cost of cleaner kilns for a target of 144 master artisans. On a household basis, this comes to nearly 12,000 beneficiaries.

These subsidies were targetting initially 500 potters. However, the feasibility studies that defined the eligible potters' sites, the cost of the kilns and the budget of this activity reduced the potential number of kilns to be subsidized to 144.

As of September 2013, only 21 kilns were installed. The personal contribution (20%) is beyond the the financial capacity of potters.

ii. Fez Medina and the promotion of handicrafts

Estimates suggested that some 16,233 low-income workers benefitted from the project in the Fez Medina, or 81,500 beneficiaries on a household basis. These beneficiaries are made of:

- 6 350 men and 1120 women who will be using PLY facilities after its completion
- 1 900 artisans and 100 women beneficiaries of new workshops at Ai Nokbi. These beneficiaries were previously working at PLY in the polluting brassware activities and were resettled at Ain Nokbi;
- 1 150 artisan men and 135 women benefitting from worskhops in the Ain Nokbi Foundouk;
- 4 200 artisans men and 220 artisan women benefitting from the rehabilitated three foundouks of Chemayine, Sbetryine and Staounyine ;
- 1 058 women artisan who are benefitting from BerkaFoundouk. This foundouk is dedicated solely to artisan women.

The promotion activity is made of three sub-activities : promotion of handicraft, the rehabilitation of touristic circuits and national label for artisan products. Nearly 6600 workshops for selling

⁹ The consultant of contract AFM1 has identified 2267 handicraft workers for training.

goods and services are located on the touristic circuits rehabilitated or created in Fez and Marrakech, of which 70 are women working mostly in traditional weaving. The touristic circuits are expected to boost up sales of these workshops.

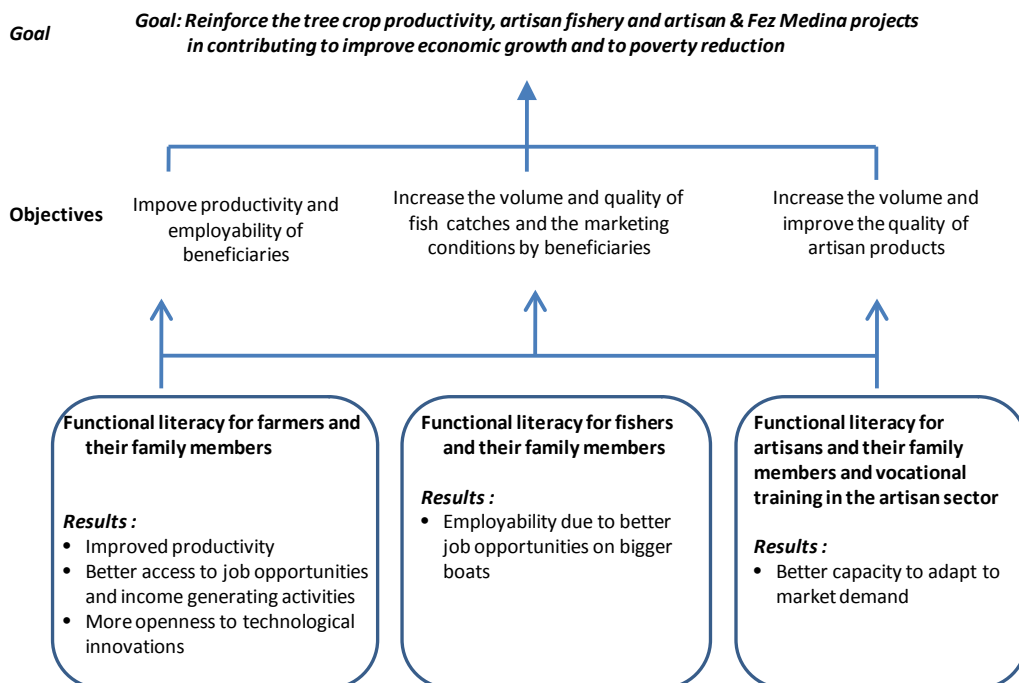
Through the sub-activity of promoting artisans and SMEs of handicraft, 430 beneficiaries made of 312 mono-artisans, 118 SMEs of handicraft participated to national and international shows and festivals as well as to marketing missions.

In addition, the national label targeted 465 artisans, SMEs of handicrafts, members of the chambers of handicrafts and officers from public administrations.

Functional Literacy and Vocational Training Activity (\$32.8 million)

Logic and Structure of the Activity

Over two-thirds of Moroccans, especially women and girls, lack the literacy skills or adequate formal education necessary to enroll in vocational-technical training institutes. For those who are able to enroll, the poor quality of instruction offers few prospects for well-paid employment, despite an expanding job market and high demand for trained technicians. The ultimate goal of this Activity is to improve the revenues of artisans, fishers, and farmers, many of them targeted by other interventions of the Compact, through the reinforcement of their basic skills and professional qualifications. The logic of these interventions is summarized below.



The Activity has three sub-Activities.

- A. *Functional Literacy*. This sub-Activity seeks to provide functional literacy to adults in the artisan, agriculture, and small scale fishery sectors and to introduce additional practical and employable skills into the literacy curriculum.
- B. *Vocational Training*. This sub-Activity is implemented in cooperation with the Ministry of Artisan Affairs (MA) and targets artisans in the traditional handicraft sector. It is putting in place a standardized training system following a Competency Based Approach. Through in-service training, practicing artisans are offered continuing education training to bolster their artistic expertise and entrepreneurial skills, while youths are offered training-in-residence and apprenticeship programs to develop their manual skills and their entrepreneurial know-how.
- C. *Competitive Skills Development Program*. This sub-Activity is complementary to the two others and offers grants to private sector or the civil society entities that propose innovative initiatives supporting the existing functional literacy or vocational training system by making them more attractive and accessible to socially or geographically marginalized groups within the beneficiary populations.

Economic Analysis of the Literacy and Vocational Training Activity

An economic analysis was prepared during the re-scoping of the Artisan and Fez Medina project in 2009, which effectively produced a fully developed Activity from a skeleton outlined in the Compact. The ERR analysis was never approved by MCC, however, and the Activity proceeded without it. At Close-out, MCC reviewed and re-estimated the economic analysis, for each of the sub-activities, as quantitatively feasible.

Beneficiary Analysis of the Literacy and Vocational Training Activity

Beneficiaries of Functional Literacy: 69,731. By sector, this number is broken down to :

- 30,022 artisans received literacy training leading to up to 151,300 beneficiaries on a household basis if literacy proficiency is achieved by all trainees and incomes are raised.
- 19,187 beneficiaries in the small-scale fishing sector leading to up to 96,700 beneficiaries on a household basis if literacy proficiency is achieved by all trainees and future incomes are raised. Through functional literacy training, small-scale fishers would become eligible for employment on coastal fishing boats and would be able to acquire additional vocational qualifications and skills. These new opportunities are hypothesized to translate into increased fish catches and increased incomes.
- 20,522 beneficiaries in the agricultural sector, including 13,568 rural women. This training could assist nearly 103,430 Beneficiaries on a household basis if literacy proficiency is achieved by all trainees and incomes are raised. This may be overestimate beneficiaries, however if multiple family members receive training. Offering families training, in addition to the farmers themselves, is expected to increase the professional qualifications of various age and gender groups active within this sector that would increase their incomes

and allow them to take advantage of better job opportunities – including those outside the agricultural sector – to stabilize their income throughout the year.

The number of beneficiaries who completed the literacy training was 57,482 at Compact end date.

As for graduation, the total number of certified beneficiaries was 38,708, out of which 46 755 are women. .

i. Beneficiaries of Vocational Training

This sub-Activity targeted the following populations within the five priority crafts:

- 2,256 youths through two-year initial training in residence (pre-service) -- the maximum capacity of the 15 training centers in the five fields of training).
- 6,100 youths through initial training by apprenticeship of one to two years (depending on the field of training).

Based on the hypothesis that those benefiting from residential training and apprenticeships are primarily young artisans without families, the beneficiary population is potentially 8,356 if the programs are completed and lead to further employment opportunities.

- 15,000 practicing artisans through continuing education (short-term seminars): 14,874 completed the training, which corresponds to 75,000 beneficiaries on a household basis.

ii. Competitive Skills Development Program:

The third sub-Activity supports the previous two components through innovative initiatives to be proposed by external entities – whether from the private sector, civil society, or even the public sector. These projects are financed by a competitive grants system that aim to support the Functional Literacy and Vocational Training systems by making them more attractive and accessible to socially or geographically marginalized groups within the beneficiary populations.

APP is implementing this activity in close cooperation with several partners: the three relevant government departments, UNESCO, the Department for combating Illiteracy, civil society, etc.

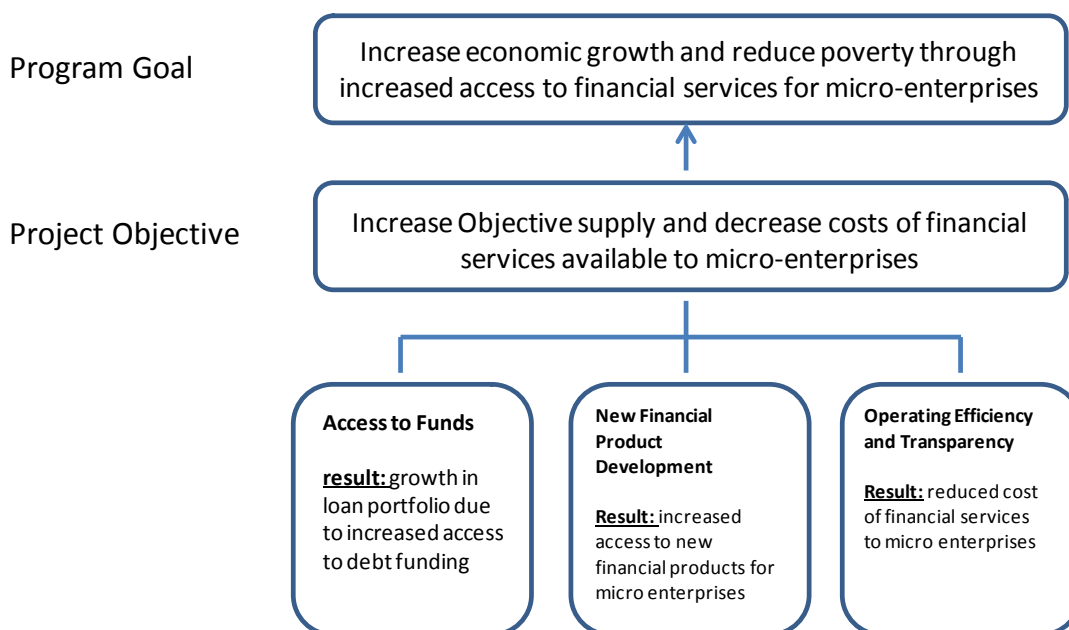
The Ministry of Agriculture and Maritime Fisheries and the Ministry of Artisanat are the Implementing Entities for this Activity, and are responsible for its successful implementation.

A total number of 25 projects were selected to be funded by this sub-activity's grant. These projects took from 3 to 18 months to be implemented and benefitted to 9,000 beneficiaries in the artisan, fishery and agricultural sectors. Among these beneficiaries, 951 benefitted from vocational training and 1671 from functional literacy.

Financial Services Project (\$42.63 million)

Logic and Structure of the Financial Services Project

The goal of this project is to improve the financial services available to Moroccan micro-enterprises by improving market stability and overcoming constraints inhibiting the expansion of the microfinance sector. The Compact provides funds in the form of a subordinated debt to Jaida, a non-bank financial institution started in April 2007 to lend to the micro-credit sector. In addition, the legal framework underlying micro-credit associations is being reviewed to determine their potential to accept savings and offer additional financial services. Finally, the project provides support to improve the efficiency and transparency of the microfinance sector, reducing the costs and improving the quality of micro-enterprise loans in the long term.



There are three Activities under this Project.

- A. Access to Funds for Microfinance. This Activity includes a subordinated debt of \$25 million to Jaida, a non-bank financial institution started in April 2007 to lend to the micro-credit sector. The subordinated debt is used to allocate funds to microcredit associations according to market conditions and general policies of credit risk and eligibility criteria. This Activity also provided training to 2,311 loan officers on environmental and social aspects.

The project also allocated an additional 5 millions \$ to Jaida in order to finance AMC that will provide loans to very small enterprises.

B. **New Financial Product Development.** This Activity supports an analysis of the regulatory and operational conditions for the institutional transformation of microcredit associations (AMCs) and technical assistance to these microcredit associations to expand their scope (transformation).

C. **Improvement of Operating Efficiency and Transparency.** This Activity offers financial support to AMCs to acquire mobile branches that provide microcredit in remote areas. This Activity also provides assistance to AMCs through a Technology Facility, helps smaller AMCs implement management information systems which allow them to link with the Central Bank's credit information bureau, and manages a "Rating Fund" to finance financial and social ratings for AMCs.

Economic analysis

The initial ERR for this project was 18 percent. This incorporated an assumption that the Compact would support increased lending, leading to economic growth. However, the decline, since 2008, in the entire micro-credit finance sector made this modeling moot. Micro-credit finance also suffered similar declines in a number of other countries (Bosnia, Nicaragua, Pakistan, and India) at essentially the same time. While these failures took place concurrent with the worldwide recession, they were apparently more closely related to sectoral issues, such as multiple micro-credit agencies extending credit to support the same micro-entrepreneur. The Close-out strategy calls for a recalculation of the ERR model for the Financial Services Project.

Beneficiary analysis

The beneficiaries of the Financial Services Project were to be clients (small borrowers such as individuals or micro-enterprises) of microcredit associations operating in Morocco. The intended impact of the Project was to increase the supply of financial services for these clients. When the Compact was designed, the microcredit sector served approximately 1.3 million clients. But, the number of client has decreasing to fewer than 800,000 clients in 2011. To take into consideration this trend, the baseline, as well as the Compact targets was reviewed.

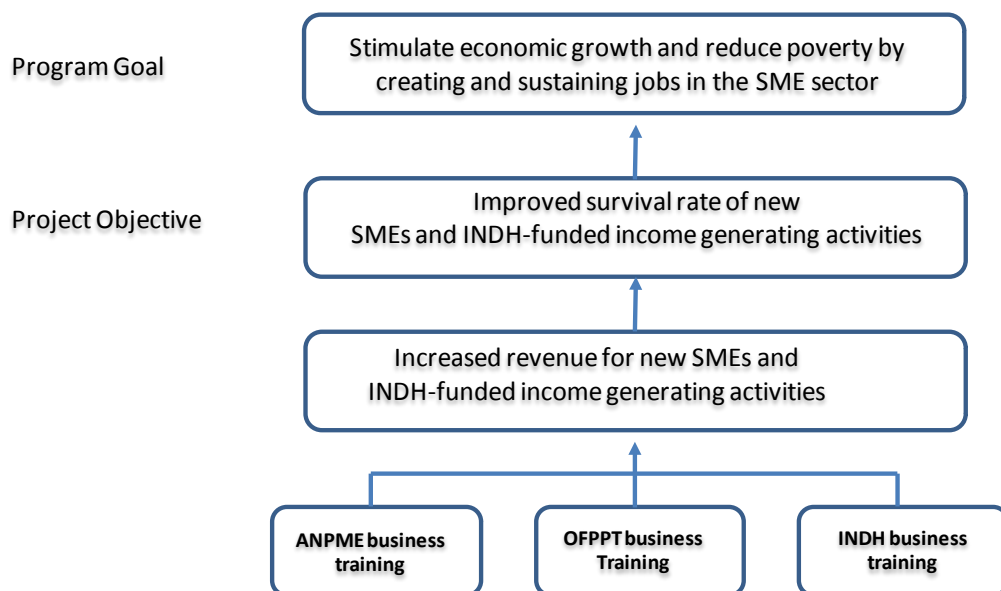
Enterprise Support Project (\$15 million for the pilot phase)

Logic and Structure of the Enterprise Support Project

The Enterprise Support project has two priorities: to reduce high unemployment among young graduates and to encourage an entrepreneurial culture. The project focuses on entrepreneurs in two government programs: the first is the Moukawalati program offered by the OFPPT¹⁰ and

¹⁰Office de la Formation Professionnelle et de la Promotion du Travail (Office for Professional Training and Promotion of Employment)

ANPME¹¹, the second is the National Initiative for Human Development (INDH). The program logic of this Project is summarized below.



The Project has three Activities. Activity A “ANPME Training” and Activity B “OFPPT Training” target the same population of Moukawalati enterprises, while Activity C “INDH Training” targets the AGR entities. The Project is better described in terms of the type of enterprises that the interventions target than broken down by its Activities.

Moukawalati (which translates as “My Small Business”) is a national program intended to increase the competitiveness of Morocco’s businesses in the global economy and reduce youth unemployment, particularly among new graduates. The Moukawalati program operates through 76 offices (*guichets*) nationwide providing information and assisting entrepreneurs at the initial stages of their operation. The assistance offered by these offices follows a prescribed method of evaluating business skills, supporting the development of business plan and loan application. The Moukalawati program may offer some financial support to the entrepreneur during the initial startup phase and provide for a partial guarantee of the bank loan. The Moukawalati assistance is completed once the young entrepreneurs get the approval of their bank loans to start their businesses. Moukawalati enterprises tend to be concentrated in and around urban areas.

The Activities “ANPME Training” and “OFPPT Training” target Moukawalati enterprises by offering additional business-skills training once the entrepreneur has satisfied all registration requirements and the enterprise has begun operations. The project provides training, coaching, technical assistance and networking to young entrepreneurs.

¹¹Agence Nationale de la Promotion de la Petite et Moyenne Entreprise (National Agency for the Promotion of Small and Medium Enterprises)

The National Initiative for Human Development (INDH) is a multi-year government initiative aimed at creating opportunities for the poor, the vulnerable, and the socially excluded. INDH expects to strengthen the accountability of municipalities to support disadvantaged groups, while promoting new strategies for rural and urban development. INDH groups are referred to as AGR, for *ActivitesGeneratives de Revenus*, and tend to be rural and engaged in the agricultural sector.

The Activity “INDH Training” targets AGR by providing them with additional assistance in the form of training and coaching. Typically, participants in this Activity are less-educated than those of the Moukawalati program and are members of associations.

The Enterprise Support Project was structured in two phases in the Compact, with a two-year pilot period, during which 400 entrepreneurs from the Moukawalati program and 200 AGRs from the INDH program would receive training and technical assistance. This pilot phase was to be subject to a rigorous impact evaluation using a randomized design to test whether the proposed technical support to be provided to the enterprises in the post-creation phase would be effective. This would determine whether or not to expand project activities to a larger number of entrepreneurs.

The impact evaluation of the pilot phase was planned in the Compact as there was insufficient empirical evidence on the success of post-creation business training. In particular, the extent to which training would increase revenues and augment survival rates of new enterprises was uncertain, and, as a consequence, whether the benefits would exceed the costs of the program.

According to this design, 400 entrepreneurs were randomly selected among a population of 1000 beneficiaries from the Moukawalati program provided by the implementing entities, among which, some entrepreneurs were reluctant to participate in the project. Two random sampling operations were necessary to reach a total of 388 enterprises willing to participate in the Project and in the impact evaluation requiring several rounds of interviews.

Another 200 AGRs were selected randomly from a population of 600 AGRs created through the National Initiative of Human Development (INDH) and provided by the corresponding implementing entity which is the National Coordination of the INDH. No refusal was encountered from the AGRs. The impact of the interventions is evaluated separately for enterprises and AGRs.

A baseline and three follow up surveys were implemented in a period of two years, with the last round of follow-up survey done in December 2011. The pilot phase interventions were also completed in December 2011.

The final report of this impact evaluation showed a decrease of 30 % in enterprise mortality between treatment and control groups, while there is no impact on sales.

As for AGRs, profit increased by 78% for treatment group with respect to control group. The percentage of AGR that are still in business is 97% versus 92% for the control group. In addition, Beneficiary AGRs are more likely to evolve to a cooperative status rather than an association. The percentage of AGR that have procured new production equipment is twice that of the control group. Beneficiary AGRs have more savings, reimbursed more quickly their loans compared to the control group.

Economic Analysis of the Enterprise Support Project

The initial economic analysis for the project estimated the ERR at 13.5 percent. The model was not regarded as conclusive evidence of the project's expected economic impact, however, as its key assumptions on revenue growth and firm survival were essentially 'guesstimates'. Further, outside studies proved skeptical with regard to the impact of SME training on revenue growth. Consequently, the Compact specified that the Project be implemented with a pilot phase subject to an impact evaluation based on experimental design. The Compact linked the decision for Project expansion to the results of the evaluation.

In May 2012, the ERR model was improved and expanded by MCC, with initial input from the APP, updating costs and assumptions about baseline revenue from the impact-evaluation surveys. Nonetheless, assumptions about value-added growth and firm survival rates, which formed the crux of the decision-making process, remained 'guesstimates'. Thus, the revised model provided no firmer evidence for the expansion of the Project than the original model.

The updated base-case ERR (including the expansion phase) was 1.21 percent, well below the MCC hurdle-rate. A 'sunk cost' ERR, in which only the expansion phase was considered, reached 7.21 percent. Even this ERR, however, is well below the 15 percent rate specified in the Compact as the condition to proceed with the Project.

Beneficiary Analysis of the Enterprise Support Project

During the pilot phase, about 600 enterprises received training and technical assistance. Some 388 very small enterprises started under the Moukawalati program (OFPPT and ANPME) benefited from the project and 200 groups operating in Income Generating Activities (AGR) created by the INDH with an average of 15 members by AGR. On a household basis, over 3,800 beneficiaries benefitted from this project.

6 MONITORING COMPONENT

6.1 Standard Reporting Requirements

Unless otherwise agreed with MCC, DEPF will submit an Annual Summary Report (ASR) to MCC. The number of years that the report will be submitted to MCC will be decided based on the post compact activities, but is expected to continue through at least 2018. These reports should be submitted to MCC via email to the Vice President of the Department of Compact Operations at VPOperations@mcc.gov, with the subject line "Morocco Post Compact Reporting" and the dates of report coverage.

The Annual Summary Report about Compact program activities should include information deemed valuable and useful by the MCC country team and the contents therefore may vary by country. The exact information to be included in the ASR will be detailed in the Post Compact M&E Plan. Some suggestions include the following:

- A summary of any activities undertaken or continued by the host country Government post compact that relate to the sustainability of compact investments including any issues with operations and maintenance of infrastructure, if applicable.
- A summary of progress on any complementary activities undertaken by the host country Government or other donors. An example would be reporting on progress on a concession of a port if that was planned after a Compact investment in the port.
- A Post Compact Indicator Tracking Table (ITT) that includes all of the indicators included in Annex 1 of the plan for the preceding calendar year. The Post Compact ITT will have the same format as the Compact ITT only with additional compact years added to it.
- If applicable, status of outstanding issues for infrastructure components through the end of the defects liability period.

Other post-compact reports may be submitted, as agreed by MCC and DEPF.

7 EVALUATION COMPONENT

7.1 *Summary of Evaluation Strategy*

Evaluation is an essential element of the Morocco Compact. One of the key features of the MCC's approach to development assistance is its strong commitment to conducting rigorous impact evaluations of its programs, which employ, whenever possible, methodologies that determine whether results can be reliably attributed to MCC interventions. In addition, evaluation indicators can improve program management and provide lessons for future program implementation.

Evaluations assess as systematically and objectively as possible the Program's rationale, relevance, effectiveness, efficiency, merits, sustainability and impact. The evaluations strive to estimate the impacts on the targeted beneficiaries and wider regional or national economy. The evaluations provide MCC, APP and other stakeholders with information on whether or not the intended outcomes were achieved and the impacts are attributable to the Program.

MCC is in the process of contracting independent evaluators to conduct any pending evaluation surveys and produce independent post-Compact evaluations of certain Compact activities (detailed below). In addition to publication of any relevant post-Compact monitoring information, final evaluation results will also be published on the MCC website.

MCC will be responsible for managing the evaluations being conducted by the Independent Evaluator. This includes reviewing and distributing deliverables, gathering comments from relevant stakeholders, and working with the evaluator to organize trips and presentations of results.

The Independent Evaluator is responsible for drafting, revising, and presenting evaluations as needed. The Independent Evaluator will use the results of surveys and other qualitative research contracted by MCA-Morocco during the Compact as well and surveys to be sub-contracted directly by the Independent Evaluator.

As results become available, Compact 1 evaluations may also be presented in Washington, DC during MCC's annual impact evaluation conference or other relevant MCC event

7.2 Evaluation Planning

Below are the projects/activities expected to be evaluated, along with evaluation questions, potential evaluation methodologies, expected data sources, and proposed timelines. The Evaluator is expected to review and elaborate on these preliminary designs in the proposal. For example, proposed timelines are notional, and will be agreed between MCC and the Evaluator prior to the approval of each evaluation's design report. Similarly, the Evaluator is also expected to review the descriptions of the data sources listed and provide input on using them to meet the needs of the evaluation.¹² MCC expects that these data will be useful for the impact evaluation but recognizes that additional data sources may be necessary.

The evaluations must address the primary evaluation questions listed in the potential designs. Secondary questions should be pursued subject to the suitability of feasible methodologies and the cost-effectiveness of collecting or utilizing data to be collected or made available to answer primary questions. For each question, the evaluation should determine if a statistically significant effect can be observed and provide a measure of the effect size if distinguishable from zero. In addition to other evaluation methodologies, an ex-post Economic Rate of Return (ERR) should be conducted as part of the evaluation for some activities, as agreed with MCC during the design of the evaluation.

The following component are expected to receive independent evaluations after completion of the Compact:

- Fruit Tree Productivity Project
 - Olive and Date Tree Irrigation and Rehabilitation Activities and support services
 - Rain-fed Olive, Almond, and Fig Tree Intensification and Expansion



¹² The datasets have not yet been cleared for public release, so Offerors unfortunately will not be available to review the data prior to contract award. After contract award, the contractor will be able to access the data as necessary to complete their evaluations.

- Small-Scale Fisheries Project
 - Development of Fish Landing Sites and Port Facilities Activity
 - Development of Wholesale Fish Markets Activity
 - Protected Marine Areas Sub-Activity
- Artisan and Fez Medina Project
 - Fez Medina Activity
 - [Potential] Functional Literacy Activity

Summary Evaluation Plans

The following table describes the overall evaluation coverage including those evaluations already completed during the compact period (light green, denoted in the “APP” column) and those activities which are subjects of further evaluation work during the post-compact period (light blue, denoted in the far right columns).

Project	Activity	Evaluation type	APP	Post-Compact	Final Report by
Fruit Tree Productivity Project	Rain-fed Expansion	Performance/ERR	ME-16 Lot 1 / ME-5Q		
	Olive Tree Irrigation and Rehabilitation in Oasis Areas	Performance	ME-16 Lot 1	MCC Trees Evaluation	2016
	Date Tree Irrigation and Rehabilitation	Performance			
	Catalyst Fund	Performance			
	Rain-fed Olive, Almond and Fig Tree Rehabilitation	Impact	ME-2		
Small-Scale Fisheries Project	Support to Mobile Fish Vendors	Performance	ME-16 Lot 2		
	Development of Fish Landing Sites and Port Facilities	Performance			
	Development of Wholesale Fish Markets	Performance			
	Protected Marine Areas (AMP)	Performance			
Artisan Fez Medina Project	Functional Literacy	Performance		MCC Literacy Evaluation	Late 2015
	Vocational Education	Performance	ME-16 Lot 3	MCC Fez Medina Evaluation	2017
	Fez Medina	Performance			
	Artisan Promotion	Performance			
	Artisan Production	Performance			
	Financial Services Project	Performance	ME-16 Lot 4		
Enterprise Support Project	Impact	ME-4			

 = Pending Publication
 = Future Evaluation

Specific Evaluation Plans

Fruit Tree Productivity Project

Rain-fed Olive, Almond, and Fig Tree Rehabilitation and Catalyst Fund

Evaluation Questions:

What have been the impacts of olive rehabilitation on agricultural revenues in the targeted rain-fed areas?

Did olive production improve in terms of volume and value?

Were training techniques adopted by the farmers?

Was there an improvement in the quality of olive oil produced?

Did professional organizations play a role in the development of the olive sector?

Did general knowledge about the project spread beyond the area where the project was implemented?

What were the differences of impact according to sex, age, and revenue?

What were the unexpected outcomes of the rehabilitation?

What were the impacts of the program depending on whether olive plantations were upstream or downstream?

Methodology:

The Morocco Rain-Fed Irrigation Project was evaluated both through a performance evaluation and a rigorous impact evaluation. The impact evaluation was carried out as a randomized controlled trial (RCT), which will allow any continued data collection to be used to estimate the causal impact of the intervention.

Performance Evaluation:

The performance evaluation sought to assess whether the program was adequately designed to meet the needs of the program beneficiaries and the actual implementation of the project. To assess the conceptualization of the project, APP's independent evaluator, NORC, sought to assess whether the logic of intervention was valid, and whether the underlying hypotheses associated with the implementation were met. In assessing the actual implementation of the project, NORC examined the decision-making, risk management, and operationalization of the program. In this section of the evaluation, NORC assessed the performance of the project in terms of its pertinence, internal and external coherence, efficacy, and durability. The evaluation of the project's performance employed both qualitative and quantitative methods. The qualitative methods included focus groups with beneficiaries and trainers, observation of the project site, and review of key documents. Quantitative methods included data collected from TC-5A, quantitative surveys within the impact evaluation, and a quantitative evaluation on the basis of scores allocated during site visits. There were three beneficiaries, namely, farmers, professional organizations, and the manufacturers.

Impact Evaluation:

In conducting the impact evaluation, the researchers employed a pairwise randomization design to assign participants to treatment and control groups. Rain-fed areas in Morocco are usually divided in perimeters of 200-250 hectares. Analytically, this enabled the researchers to create smaller groups for the program intervention. The perimeters for this intervention were considered to be the

70 perimeters from the second phase of the TC-1A. These perimeters had begun to receive the TC-5A consultant towards the end of 2010 until the beginning of 2013. These perimeters were originally identified by historical information based on previous development interventions conducted by the Moroccan government. These areas also met other important criteria such as geographic location in non-irrigated rain-fed agricultural zones adapted for the olive sector, reasonable distance from markets, accessibility, existence of roads nearby, existence of training personnel, technical services were located relatively nearby, proximity of technical services, existence of technical infrastructure and maintenance materials, rain gage that could handle more than 350 mm of volume, topographical characteristics, appropriate exposure to sunshine, small and medium landholders, plantations had been worked for more than ten years, actual density of plantation of at least 50 trees per hectare, and engagement and compliance of potential beneficiaries in the rehabilitation of their plantations. For each perimeter selected, a nearly identical pair was identified. One perimeter from each pair was identified to participate in the project, and the other was thus automatically part of the control group.

One challenge that the researchers confronted was the treatment group could chose voluntarily to participate (or not) in the training. Farmers who voluntarily chose to participate in the training would obtain very different results than those who decided to not participate in the training. To account for the potential bias in results, the researchers employed three modeling modifications which included Intention of treatment (ITT), treatment of those treated (TOT), treatment of those treated with an instrumental variable (TOT-IV). The ITT treats bias by measuring the impact of the project on those to whom the project was offered rather than those who actually ended up participating. While eliminating the impact of voluntary compliance, it does still tend to underestimate the overall impact of the program. In TOT, the researchers compared the results of those who participated in the training versus those who chose not to participate. TOT enabled the researchers to estimate with better certainty that the results that they were observing were due to the program intervention. It was noted that those who participated in the training tended to implement pruning techniques more often than those who had not participated in the training. Nevertheless, the exact precision with which this could be attributed to the project was significantly lacking. TOT-IV was operated by enforcing some key assumptions in the analysis of the variables. These assumptions were the treatment perimeters were chosen randomly; control group farmers were not allowed to participate in the training; and the training should only affect the outcomes of those who participated. In implementation, it was difficult to enforce these hypotheses. Certain control group farmers admitted that they had attended the trainings, and farmers who had participated in the trainings were also able to teach the techniques that they had learned to other farmers outside of the treatment group.

Data Availability (Including key summary statistic)

The following data are expected to be available:

- Primary data among project implementation documents
- Each perimeter's rehabilitation action plans

- Databases and final reports for the baseline (2010), follow up surveys (2011 and 2012) and endline survey (2013) for the impact evaluation of the rehabilitation of olive trees in Rain-fed Areas.
- Conducted a NORC survey every year Between 2010-2013 to farmers in both the treatment and control group. Data Collected used a multi-level scale.
- A specific study of the value chain of olive oil and table olives.
- Economic analysis (Economic rate of return) of this activity

Potential Timeline

In order for outcomes and impacts to be fully realized, it is necessary to wait at least two crop years after the closing of the compact before starting the assessment. For example:

- The adoption of innovations and best practices for olive tree and date palm management;
- The achievement of scale for the operation of crushing units olives financed by the Catalyst Fund
- The time necessary for the GIE (in charge of the management of the crushing and refrigeration units from the projects) to learn management and marketing techniques and negotiate partnership agreements with distributors.

Thus, we suggest that the evaluation be scheduled starting in 2015, to be agreed with technical experts in the project's implementing entity, MAPM.

Olive and Date Tree Irrigation and Rehabilitation Activities and support services

Evaluation Questions:

- What is the impact of these activities on farmers' incomes (compare for previous growing seasons and pre-project)?
- Has olive and date output improved in quantity and value? Have the quality of olives or olive oil improved? Are farmers benefitting from higher prices accordingly?
- Are farmers capturing more value added thanks to the processing activities?
- Has the quality of the olive oil produced improved? Has the quality of marketed dates improved?
- Have new techniques and/or crops been adopted by farmers? Was consistent availability of water a main driver for this change?
- Have farmers organizations played a role in the development of olive-oil/date value chain processing and marketing?
- Are farmers sustainably managing, maintaining and operating the infrastructure put in place by the project?
- Are Water Users Associations that were formed or trained by the Project functional and meeting regularly (according to their rules)?
- Have water use patterns changed noticeably as a result of the project? Have there been reduced 'tour d'eau' days, and if so, have additional 'tours' been added to meet farmers' needs?
- Have main crops yields improved due to higher water resources and to training?

- Have the crop patterns changed due to higher water resources ?
- Are there any unexpected outcomes, positive or negative, on farmers?

Potential Methodology:

To conduct the evaluation, the consultant is called upon to use qualitative and quantitative methods for evaluating the results and impacts of the different activities.

The evaluation approach is to compare the situation before the implementation of project activities and the situation post-compact for the results and impacts of all the indicators (pre-post approach). The tree crop productivity project is subject to a final evaluation in 2013, which is assessing early outcomes and detectable impacts. This study should capitalize on the results of the final evaluation of PAF under MCA's contract ME-16, Lot 1.

Data Availability:

The data available for evaluation are as follows:

- Project documents: feasibility studies, action plans for farmers' training and technical assistance.
- Databases and final reports of the baseline survey (2010) and final evaluation (2013) for the other activities: Olive and Date Tree Irrigation and Rehabilitation Activities
- Project reporting
- Economic analysis of these two activities (economic rate of return model)
- Value Chain analyses of dates, olive oil and table olives in project areas.
- Deliverables from Independent Evaluation contracted by MCA-Morocco (ME-16, Lot 1)¹³

Potential Timeline:

In order to allow for the different activities implemented by the project to fully realize relevant impacts, it is necessary to wait at least two growing seasons for the dates and olives after compact closure before collecting information on the prices and product commercialization. The olive harvest takes place in November-December, meaning that olive-related data collection would be expected to take place in March 2015. The date harvest takes place in September-October, meaning that the date-related data collection would be expected to take place in December 2014.

The timeline should be informed by the fact that certain effects and impacts need more time to be realized. For example:

- The adoption of innovations in terms of best practices for technical management of the olive and date trees.

¹³ Some deliverables are not guaranteed to be approved by MCC for dissemination in time for review by the Independent Evaluator

- The introduction of new crops due to improved water resources from the irrigation project.
- The full-scale operation of olive crushing units financed by the Catalyst fund.
- The full-scale operation of refrigerated storage units and packaging of dates.
- The time necessary for the GIE (in charge of the management of the crushing and refrigeration units from the projects) to learn management and marketing techniques and negotiate partnership agreements with distributors.

Small-Scale Fisheries Project

Development of Fish Landing Sites (PDAs) and Port Facilities Activity

Evaluation Questions:

- What are the impacts of these activities on their beneficiaries?
- More specifically, is there an improvement in fishers' earnings at the PDAs and ports?
- Is the quality of fish caught improved thanks to infrastructure developed and training provided to the fishers? Do the fishers benefit from better prices for their fish?
- Has there been an increase in the number of fisherman using newly constructed infrastructure as their port of call? Compare number of *barques* at each site before and after the project.
- Have the fishers adopted the recommended techniques taught by the project?
- Having benefitted from training and technical assistance, are the professional organizations incorporated into the project still operational? What services do they provide for their members? Are the beneficiaries satisfied with these services? Are the services provided to the members sustainable after project completion?
- On the environmental front, the consultant is expected to analyze the extent to which national practices in environmental and social management have been improved during the implementation of the project.
- What are the impacts of the project at the institutional level on how to design and implement similar projects in the ONP and the Department of Fisheries?

Potential Methodology:

To conduct the evaluation, the consultant is expected to use qualitative and quantitative methods for evaluating the effects and impacts of the different activities. The evaluation approach is to compare the situation before and after the implementation of project activities (pre-post approach).

The Small Scale Fisheries Project was subject of a performance evaluation in 2013¹⁴. Early outcomes and impacts at this stage of the project cycle are being assessed only for one PDA (Tifnit) and one port (Tan Tan) that have been operational for almost a year before end of the Compact.

This evaluation is intended to complete the final project evaluation by covering the remaining 19 sites constructed/equipped by the project (10 PDAs and 9 ports), in addition to the sites included in the 2013 "Final Evaluation".

Data Availability:

INRH (National Institute for Fishery Research) has been collecting data on a representative sample of fishers during baseline and endline surveys. To take into consideration the seasonality of the fishery activity, surveys took place over a year before project works start and a year after each site was operationalized¹⁵. The consultant will have access to the data collected by INRH and all project feasibility studies.

- Deliverables from Independent Evaluation contracted by MCA-Morocco (ME-16, Lot 2)¹⁶

Potential Timeline:

This evaluation is expected to begin immediately upon contract award, with the report tentatively expected to be delivered in late 2015 or early 2016.

Development of Wholesale Fish Markets Activity

Evaluation Questions:

- Did fish consumption increase thanks to the construction of the wholesale market in the five cities where wholesale markets were constructed? How did fish consumption evolve in cities where wholesale market existed before the project (Rabat, Meknes and Marrakech) as compared to cities where wholesale markets are built for the first time (Taza and Beni Mellal)?
- How were consumers' preferences affected by wholesale markets in terms of fish consumption? Is the nutritional status of populations in cities and neighboring region improved due to a higher consumption of fish?
- Did this activity increase the volume of fish marketed through wholesale markets and therefore enlarge the fish market in the targeted areas?
- To what extent, the construction of a wholesale market increased the performance of the chain value of fishery products?
- Is there an impact on retail fish marketing and on job creation?

Potential Methodology:

This mission is based both on quantitative and qualitative approach. The evaluation is based on a pre-post approach. A baseline was carried out in 2010 to estimate fish consumption in cities where a wholesale market is built: Rabat, Beni-Mallal, Marrakech, Meknes and Taza.

Data Availability:

The data available is:

- Project studies related to wholesale markets
- Database and final report for the baseline survey.
- Economic analysis of the wholesale market activity;

Potential Timeline:

The evaluation is expected to start immediately upon contract award with data collection will take place during April-May 2015. The report is tentatively expected in fall 2015.

Protected Marine Areas Sub-Activity

Evaluation Questions:

- What is the impact on the state of fish resources in the marine protected areas? Are these resources sustainable given the pressure of the fishing activity after the marine protected areas is put in place?
- What's the impact on the marine ecosystem, including flora and fauna?
- What's the impact on the income of fishers operating in the three marine protected areas?
- Are the rules of governance of these areas well respected by artisan fishers? By other types of fishing activities than artisan fishers?
- Is the Government capitalizing on the three pilot marine protected areas to launch new ones? Are fishermen adopting the good practices recommended by the project.

Potential Methodology:

The evaluation is to be carried out on the basis of a pre-post approach. The contractor will propose a design to establish a baseline for this activity, if feasible, given the possible timeline.

However, the contractor will consider the relevance of the quasi-experimental design by comparing indicators related to the ecosystem, the state of fish resource and income of fishers in the three marine protected areas with 'similar' sites existing the neighboring regions.

The impact indicators cover, not only socio-economic aspects related to beneficiaries but also biological indicators to measure the stat of the ecosystem and the state of fish resources. The contractor will have to identify the fish species that measure best the state of the ecosystem. Data collection will be done through surveys for the data related to fishers and through biological measures through diving and filming.

Data Availability:

The data available is essentially the strategy of marine protected areas where data was collected through qualitative approaches. This data may be used as reference/benchmark rather than a true baseline.

Potential Timeline:

To measure the full impact of the marine protected areas, three years of operations are necessary. A potential timeline of this evaluation is as follow:

- A baseline survey should be carried out as early as possible in order to capture a quasi-baseline (before any impacts are expected to be measurable).
- The endline data collection will have to be collected no earlier than 2016, as three years of implementation are necessary for any impacts to be measurable.

Between the baseline and the endline, the contractor will have to carry out follow up surveys and measurement of the main indicators once a year.

[Potential] Functional Literacy Sub-Activity

Evaluation Questions:

The Functional Literacy sub-Activity provided beneficiaries with literacy training (reading, writing, and counting), life skills and professional skills. The Evaluator will build on findings and cohorts used for the ME-16 evaluation, and will assess:

- What is the impact on the income of farmers, fishermen, and artisans of the program?
- Are the farmers, artisans, and fishermen more open to innovation? Have they improved their productivity?
- Have the farmers, artisans, and fishermen adopted the professional skills taught by the project?
- Have the farmers, artisans, and fishermen adopted the life skills? How has the adoption of these life skills affected the functioning of their households?
- What have the spouses and children of farmers, artisans, and fishermen done with this literacy training? Do they have better job opportunities? Improved career progress?
- The functional literacy approach adopted by the project is an innovative approach. What impact did the project have at the institutional level on the approach to literacy in Morocco?
- Certification of beneficiaries is also a novelty. What progress has the Agency to Fight Against Illiteracy (DLCA) and ministerial partners made in institutionalizing this program? Has the demand for literacy certification (by institutions and learners) expanded since 2013, in what ways and associated with which sectors? What impact(s) does the literacy certification have on beneficiaries' well-being?

Potential Methodology:

This evaluation is based on a pre-post approach. The contractor should assess the outcomes and the impact on each category of beneficiaries with a particular attention to any differential impacts by gender.

This evaluation should include both quantitative (surveys and/or other instruments) and qualitative methods, including interviews with stakeholders and focus groups. Potential tools which the Evaluator is expected to employ in evaluating the activity include (but are not limited to):

- Tracer studies of each program's graduates
- Beneficiary surveys and/or interviews
- Case studies

Data Availability:

- Project documents: rescoping documents, reporting documents
- A baseline survey of functional literacy beneficiaries in the agriculture, fishery and artisan sectors

7.3 Review, Publication, and Dissemination of MCA-Morocco Evaluations

During the course of the Compact, MCA-Morocco contracted a number of independent evaluations of key compact investments. All MCA-contracted evaluations were completed and delivered before the closure of the Compact. Evaluation reports were shared with MCC, MCA, and GoM stakeholders, allowing stakeholders comments (factual errors, key omissions, etc.) to be reviewed by the Evaluator prior to final revisions. However, MCC is in the process of making these evaluations publicly available. Prior to publishing of these independent evaluations, MCC will share the following with GoM:

- i.* the Final Evaluation Report,
- ii.* MCC's Summary of Findings (a brief summary of the project, key findings, and MCC's lessons learned), and
- iii.* MCC's Official Response (a memo highlighting either Support for the evaluation or any outstanding differences between MCC and the Evaluator)

DEPF is expected to review the aforementioned documents and share them with relevant implementing entities. DEPF has the opportunity to submit a written response to the evaluation report *within two weeks of receipt*, highlighting any differences with the evaluation's findings, or expressing support for the evaluation's findings. At their discretion, DEPF may wish to submit multiple official responses (e.g. from different implementing entities/partners) rather than a single, central response.

The following is a list of the MCA-Morocco independent evaluations currently under review for publication by MCC:

Fruit Tree Productivity Project:

- ME2 impact evaluation of the rehab/intensification work ongoing in Rainfed perimeters
- ME16 Lot 1 performance evaluation
- ME5Q ERR recalculation and performance evaluation of the Olive Tree Expansion Activity

Small Scale Fisheries Project:

- ME16 Lot 2 performance evaluation

Enterprise Support Pilot Project:

- ME4 impact evaluation

Artisan Production and Promotion and Functional Literacy Activities:

- ME16 Lot 3 performance evaluation

Financial Services:

- ME16 Lot 4 performance evaluation.

8 REVIEW AND REVISION OF M&E PLAN

All revisions to the plan will be mutually agreed upon by DEPF and MCC. Either party may suggest revisions to the plan.

In the case of future revisions, this section will summarize the changes between this original draft of the Morocco Post-Compact M&E Plan and any future revision.

Annex I: Post-Compact Indicator Tracking Table, Monitoring Indicators

						End of Compact (Sept 2013)		
Indicator Level	Indicator	Classification	Unit	Baseline	Final	End of Compact Target	% Complete to Date	
Fruit Tree Productivity Project								
Activity 1 : Rain-fed Olive, Almond, and Fig Tree Intensification and Expansion								
Output	Hectares planted delivered to farmers	Cumulative	Ha	0	38,185	60,372	63%	
Activity 5: Catalyst Fund								
Outcome	Volume of olives crushed by the processing units funded by the CF	Cumulative	Tons	0	500	6240	8%	
Output	Number of Crushing Units constructed and equipped	Cumulative	Number	0	12	20	60%	
Output	Number of operational olive processing units funded by the CF	Cumulative	Number	0	8	20	40%	
Small Scale Fisheries Project								
Activity 1: Development of fish landing sites and port facilities (PDA and Ports)								
Outcome	Average price of fish at landing sites' auction halls	level	DH/kg	35.2	40.82	40.47	107%	
Output	Number of boats using new landing sites and new port infrastructure (e.g. lockers, jerrycans, etc.)	cumulative	Number		2,057	4368	47%	
Output	Number of PDAs and ports in use by fishermen	cumulative	number		22	22	0%	
Activity 2: Development of wholesale fish markets								
Outcome	Number of permanent jobs created in wholesale markets	cumulative	Number	57	178	TBD		
Output	Number of wholesale markets operational	cumulative	Number		4	5	80%	
Output	Quantity of fish sold through the new wholesale markets	cumulative	Tons	0	0	TBD		
Activity 3: Support to mobile fish vendors								
Output	Number of beneficiary mobile fish vendors who remain active	level	Number	0	933	1,300	72%	

						End of Compact (Sept 2013)		
Indicator Level	Indicator	Classification	Unit	Baseline	Final	End of Compact Target	% Complete to Date	
Artisan and Fez Medina Project								
Activity 2: Artisan Promotion								
Outcome	Number of SMEs that append the label on their products	level	number	0	0	30	0%	
Activity 3: Fez Medina								
Output	Number of rehabilitated/constructed sites which are complete	Cumulative	number	0	1	6	17%	
Output	Proportion of leasable spaces in rehabilitated/ constructed sites which are occupied	Level	Percentage	0	0	TBD	0%	
Outcome	Net revenues from foundouks (for foundouk management firm/s)	Level	number	N/A				
Process	% of Place Lalla Yddounna site completed	Cumulative	Percentage	0				
Activity 4: Literacy and Vocational Training/Sub-activity of Vocational training								
Output	Students enrolled in MCC-supported residential and apprenticeship programs. Female	Cumulative	number	0	1074	934	115%	
Output	Students enrolled in MCC-supported residential and apprenticeship programs. Male	Cumulative	number	0	7581	7,766	98%	
Output	Artisans participating in the MCC-supported continuing education program (Female)	Cumulative	number	0	3792	3,562	106%	
Output	Artisans participating in the MCC-supported continuing education program (Male)	Cumulative	number	0	11246	10,688	105%	
Outcome	Drop-out rates of participants of residential programs. (Female)	Level	Percentage	52	64	40	-100%	
Outcome	Drop-out rates of participants of residential programs (Male)	Level	Percentage	52	47	40	42%	
Outcome	Drop-out rates of participants of apprenticeship programs. (Female)	Level	Percentage	40	39	30	10%	
Outcome	Drop-out rates of participants of apprenticeship programs. (Male)	Level	Percentage	40	31	30	90%	
Financial Services Project								
Goal	Number of active microfinance clients	level	number	795,860	801640	967,373	3%	
Goal	Outstanding portfolio of the microfinance sector	level	Billion DHS	4.7	4.649	6	-5%	
Activity 1: Access to Funds for Microfinance								
Outcome	Value of loan agreements between Micro credit associations and Jaïda	Cumulative	Million DHS	276	694	983	59%	
Activity 2: New Financial Product Development								
Outcome	Number of AMCs that began the process of transformation to a new status	Cumulative	number	0				
Outcome	Number of AMC that completed the transformation from AMC to a credit institution	Cumulative	number	0				
Activity 3: Improvement of Operating Efficiency and Transparency								
Goal	Portfolio at risk at 30 days	level	Percentage	6	5.68	5	21%	
Outcome	Value of loans granted through mobile branches	Cumulative	\$	0	2739993	38,823,529	7%	
Outcome	Number of mobile branches clients	Cumulative	number	0	3350	55,000	6%	

Annex II: Post-Compact Indicator Tracking Table, Evaluation Indicators

						End of Compact (Sept 2013)		
	Indicator Level	Indicator	Classification	Unit	Baseline	Final	End of Compact Target	% Complete to Date
Fruit Tree Productivity Project								
Activity 1 : Rain-fed Olive, Almond, and Fig Tree Intensification and Expansion								
	Goal	% increase/decrease in revenue of rehabilitation treatment perimeters (with respect to control perimeters)	Level	Percentage	0%			
	Outcome	% increase/decrease of yield of rehabilitated olive trees of treatment perimeters (with respect to control perimeters)	Level	Percentage	0%			
	Goal	Average agricultural revenue per farm in rainfed expansion areas	Level	US\$	2,502			
Activity 2: Olive Tree Irrigation and Intensification								
	Goal	Average agricultural revenue per farm in PMH	Level	US\$	4,784	4,175	5,143	-170%
	Outcome	Yield of rehabilitated olive trees in irrigated areas	Level	Tons/ha	4.20	2.66	6.00	-86%
Activity 3: Date Tree Irrigation and Intensification								
	Goal	Average Agricultural revenue per farm in oasis areas	Level	US\$	4,740	5057	5,830	29%
	Outcome	Amount of dates processed in oasis areas	Level	Tons	128	128	5,728	0%
Small Scale Fisheries Project								
Activity 1: Development of fish landing sites and port facilities (PDA and Ports)								
	Goal	Net annual income of boats at PDAs and ports	level	US\$	11,292	18,921	14,456	-356.9%
Activity 3: Support to mobile fish vendors								
	Goal	Net annual income of mobile fish vendors	level	US\$/year	3,827	5382	6,201	66%
	Outcome	Quantity of fish sold by mobile fish vendors	level	Kilograms/day	79.21	98	87	235%
Artisan and Fez Medina Project								
Activity 4: Functional Literacy and Vocational Training/sub-activity of Functional literacy training								
	Goal	Annual income of functional literacy beneficiaries (Female). Artisan sector	level	US Dollars	786			
	Goal	Annual income of functional literacy beneficiaries (Male). Artisan sector	level	US Dollars	3897			
	Goal	Annual income of functional literacy beneficiaries (Female). Artisan fisheries sector	level	US Dollars	418			
	Goal	Annual income of functional literacy beneficiaries (Male). Artisan fisheries sector	level	US Dollars	1291			
	Goal	Annual income of functional literacy beneficiaries (Female). Agricultural sector	level	US Dollars	283			
	Goal	Annual income of functional literacy beneficiaries (Male). Agricultural sector	level	US Dollars	2120			
Activity 4: Functional Literacy and Vocational Training/Sub-activity of Vocational training								
	Goal	Annual income of vocational training beneficiaries (residential & apprenticeship) (Female)	level	US Dollars	37		TBD	
	Goal	Annual income of vocational training beneficiaries (residential & apprenticeship) (Male)	level	US Dollars	345		TBD	
	Outcome	Employed graduates of MCC-supported education activities/residential vocational training	Cumulative	number	0		1,070	
	Outcome	Employed graduates of MCC-supported education activities/apprenticeship vocational training	Cumulative	number	0		3,306	