



Millennium Challenge Account –Morocco

Compact II

MONITORING AND EVALUATION PLAN

December 2017

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List of acronyms

ANAPEC	The National Agency for the Promotion of Employment and Competencies
ANCFCC	The National Agency for Property Registry, Cadastre and Cartography
AREF	Regional Academy for Education and Vocational Training
BA	Beneficiary Analysis
CA	Constraints Analysis
CCR	Compact Completion Report
CEILD	Center of Expertise for Industrial Land Development
DQR	Data Quality Review
ERR	Economic Rate of Return
ESP	Environmental and Social Performance
FONZID	Sustainable Industrial Zones Grant Facility
GFCF	Gross Fixed Capital Formation
GIS	Geographic Information System
GoM	Government of the Kingdom of Morocco
GSI	Gender and Social Inclusion
IEA	Implementing Entity Agreement
INDH	Initiative nationale pour le développement humain (National Initiative for Human) Development
ISP	Integrated School Project
ITT	Indicator Tracking Table
M&E	Monitoring and Evaluation
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MIAES	Integrated School Improvement Model
MIS	Management Information System
O&M	Operations and Maintenance
ORMVAG	Office Régional de Mise en Valeur du Gharb (Regional Office for the Development of Gharb)
PISA	Program for International Student Assessment
PMU	Project Management Unit
PNEA	National Program for Student Assessment
POC	Point of Contact
QDRP	Quarterly Disbursement Request Package
RAMED	Medical Assistance Scheme for the Economically Underprivileged
RBF	Result Based Financing
RCT	Randomized Controlled Trial
SGA	Social and Gender Assessment
TOR	Terms of Reference

1. Preamble

The MCA-Morocco Agency's Monitoring and Evaluation (M&E) Plan:

- is part of the action plan set out in the Millennium Challenge Compact (Compact) signed on November 30, 2015 between the United States of America, acting through the Millennium Challenge Corporation, a United States Government corporation (MCC), and the Kingdom of Morocco, acting through its government;
- will support provisions described in the Compact and listed in annex III; and
- is governed by and follows the principles stipulated in the *Policy for Monitoring and Evaluation of Compacts and Threshold Programs* (MCC M&E Policy).

This M&E Plan is considered a binding document, and failure to comply with its stipulations could result in suspension of disbursements. It may be modified or amended as necessary following the MCC M&E Policy, and if it is consistent with the requirements of the Compact and any other relevant supplemental legal documents.

2. Objectives of the Monitoring and Evaluation Plan

2.1 Introduction

This Monitoring and Evaluation Plan of MCA-Morocco serves as a guide for Program implementation and management. This plan allows for the MCA-Morocco, the Strategic Steering Committee (Conseil d'Orientation Stratégique) members, the Executive Committee, the Project Management Units (PMU), the beneficiaries, and other stakeholders to understand progress towards the achievement of objectives and results of the Compact, and (ii) to be aware of variances between targets and actual achievement during Compact implementation.

This Monitoring and Evaluation Plan is a management tool that provides the following functions:

- *Describes the program logic and expected results.* Gives details about what impacts the Compact and each of its components are expected to produce in economic, social, and gender areas and how these effects will be achieved.
- *Sets out data and reporting requirements and quality control procedures.* Defines indicators, identifies data sources, and frequency in order to define how performance and results will be measured. Outlines the flow of data and information from the project sites through the various stakeholders, both for public consumption and to inform decision-making at the MCA-Morocco Agency level. It describes the mechanisms that seek to assure the quality, reliability and accuracy of program performance information and data.
- *Establishes a monitoring framework.* Establishes a process to alert MCA-Morocco management, stakeholders, and MCC to whether or not the program is achieving its major milestones during Program implementation and provides a basis for making program adjustments.
- *Describes the evaluation plan.* Explains in detail how MCC and MCA-Morocco Agency will evaluate whether or not the interventions of the Compact achieve their intended results and expected impacts over time.
- *Defines roles and responsibilities.* Describes in detail the roles and responsibilities of M&E staff.

2.2 Program logic

2.2.1 Compact background

Morocco is located at the intersection of Northern Africa, the Atlantic Ocean and the Mediterranean Sea. The country has a population of approximately 35 million people, and covers 710,850 square kilometers, with varying geographic, economic and cultural characteristics throughout its different regions. Morocco's political and economic stability and long standing collaborative relationship with the United States are important assets contributing to the reduction of poverty and achievement of economic growth in the country.

After successful completion of the \$698 million first Compact, that entered into force in September 2008, Morocco was selected as eligible to develop a second Compact in December 2012.

On November 30, 2015, the United States of America, through the Millennium Challenge Corporation, and the Kingdom of Morocco signed a \$450 million second Compact agreement designed to reduce poverty through economic growth by investing in education, vocational training and land productivity. This second Compact entered into force on June 30, 2017.

In recent years, Morocco has made unquestionable progress on the economic and social fronts. These advances include a significant increase in national wealth and average standard of living, a significant reduction in poverty, universal access to primary education and better access to basic public services, as well as a considerable development of public infrastructures (water, electricity, and transport).

These achievements were the results of the ambitious sector strategies adopted and the major reforms undertaken, mainly in the information and communication technology sectors and in banking and services provided to businesses. In addition, the emergence of new high value-added specializations, particularly in industry, has helped modernize the national productive base as evidenced by the sustained contribution of manufacturing activities to exports and skilled employment and the continued strengthening of the international position of Morocco.

Economic growth is mainly driven by a high investment rate (GFCF to GDP), which represents more than 30% of GDP. The voluntary policy of openness of the economy in the nineties is now generating significant structural deficits. The trade balance is structurally in deficit. Indeed, Moroccan exports are quite diversified but have relatively few comparative advantages to prevail in the international context while imports are marked by the preponderance of energy and food products.

The government's social policy has marked a turning point in recent years with the launch of social programs targeting the most vulnerable populations. The National Human Development Initiative (INDH) has had a positive impact on poverty reduction. The establishment of the Medical Assistance Scheme for the Economically Underprivileged (Ramed) should allow for a universal health insurance system. However, these efforts remain insufficient to ensure strong and inclusive economic development. Furthermore, the retrospective analysis of the labor market data shows a downward trend in the labor force participation rate (from 49.6% in 2010 to 46.4% in 2016) in addition to a decline in the employment rate (from 45.1% to 42%) and a near-stagnation of the unemployment rate around 9% since 2010. Also, focusing on unemployed or inactive youth (excluding students), who experience more hardship in accessing the labor market, the available data shows that nearly 25% of youth aged 15-24 in 2016 are Not in Education, Employment or Training (NEET).

In 2014, as part of the process of developing its second Compact, the Government of Morocco (GoM) and MCC undertook a joint Constraints Analysis (CA) with the African Development Bank to better understand the constraints

to economic growth in Morocco. The CA identified the following binding constraints to economic growth and investment: (i) the low quality of human capital; (ii) micro-economic distortions: companies' difficult access to land, the slowness of the judicial system and the enforcement of judgments, the high perception of taxation by the private sector, and the rigidity of labor market regulation. The findings of the CA were also complemented by gender and social analyses and a private sector analysis.

As a result of the CA, the GoM, in consultation with MCC, selected the education, vocational training and land sectors as focus areas for this Compact, in particular focusing on vocational training, secondary education, rural land and industrial land.

Throughout the Compact development process the GoM engaged in an inclusive and strategic consultative process to inform project focus and design. During the preliminary analysis phase, the national government, local administrations, civil society and private sector in several regions were engaged in multiple stages, and contributed to the identification of binding constraints and an understanding of how these constraints impact different populations and sectors in Morocco.

Consultations continued throughout project definition and design, as the GoM worked in partnership with these stakeholders to refine projects and develop Compact approaches that integrate partnerships as a core implementing model for the Program. The private sector-driven TVET sub-Activity conducted a call for ideas to solicit proposals directly from government training institutes, private sector companies and associations, and non-governmental organizations, which shaped the design of this sub-Activity and validated a strong interest in program participation from these parties.

Active consultation to mitigate project risk and maximize program impacts will continue as a critical element of Compact execution. Private sector participation is central to the Compact, in particular direct partnerships within technical and vocational education and training, and integrating private management models for industrial land development.

2.2.2 Compact logic

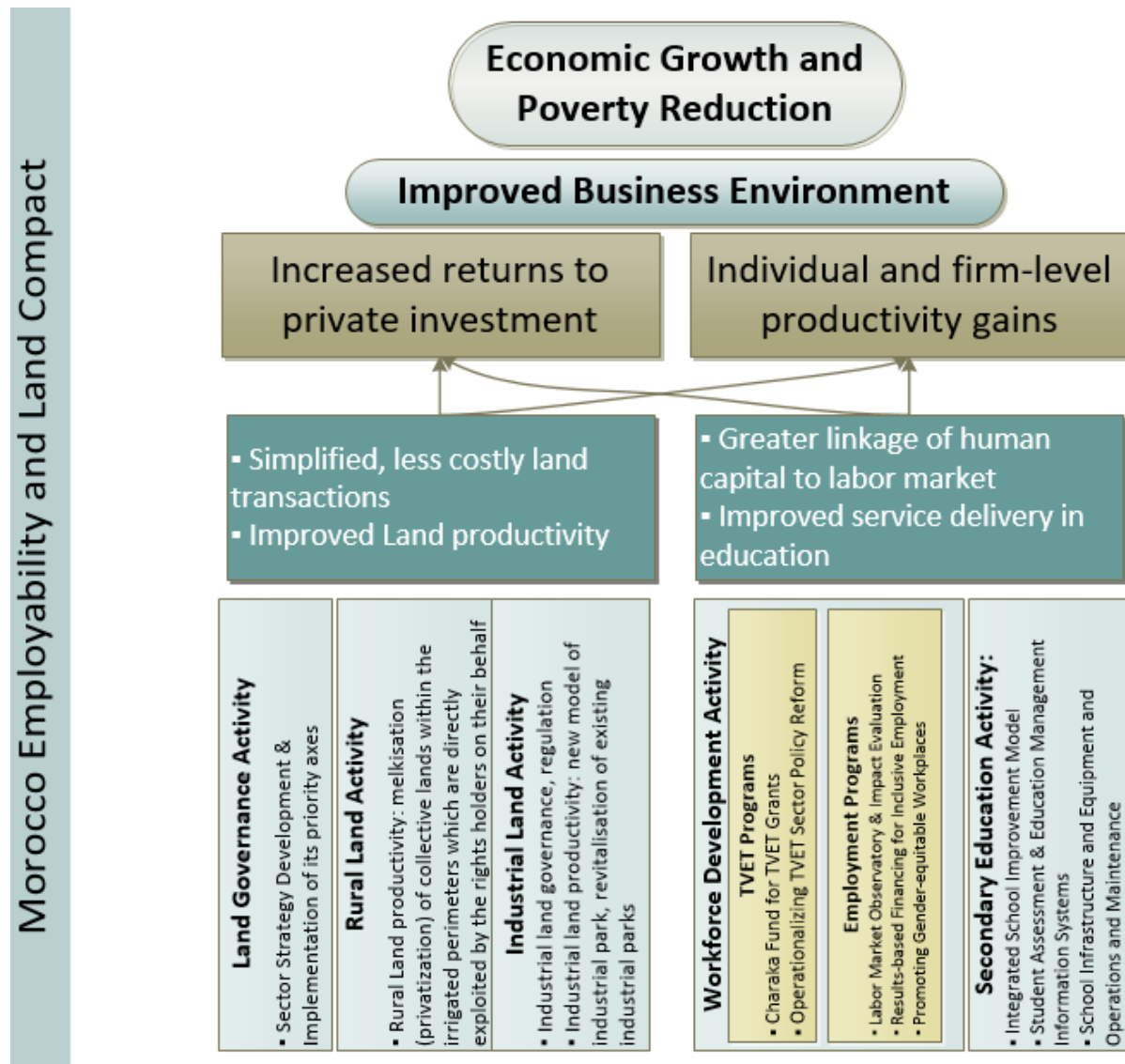
The Compact addresses two key binding constraints to economic growth, quality of human capital and land productivity, with an approach and methodology that incorporates the core issues of governance and public private coordination. These constraints arise as follows: (i) secondary education and workforce development systems that produce a supply of workers that do not adequately meet the skills needs of the private sector; and (ii) land policy and implementation that inhibit access to and productive use of land, including rural and industrial land, thus diminishing investment and impeding efficient land management and land markets.

By improving institutional environment and supporting models that will increase private sector engagement, the two Projects, combined together, will address both the supply and demand sides of the labor market. Both Projects support the shift from static, state-led systems to competitive, dynamic systems that engage the private sector and better respond to market needs. Further, both Projects take a targeted approach to developing and demonstrating replicable, scalable and sustainable models for building national capacities.

Finally, the Program is based on an evidence-based public policy analysis, an innovative model of public action that enables public spending to be channeled to programs whose effectiveness has been tested and demonstrated.

All of these reforms will improve the environment for private investment by providing private investors with qualified human capital and improving access to land suited to their needs.

The diagram below illustrates the relationships among the Compact components and describes how projects, activities, and sub-activities contribute to achieving the intended outcomes and objectives of the Compact¹.



¹MCA-Morocco has divided the management of the activity "Workforce Development" into two Directorates (Directorate of Vocational Training and Directorate of Employment). This M&E Plan chose to use the terms:

- "TVET Programs" to refer to the Charaka Fund component and the support for the implementation of the TVET reform component.
- "Employment Programs" to refer to the support for the implementation of an integrated labor market observation system, the results-based financing (RBF), the support for impact evaluation of employment and labor market policies and the promotion of gender equitable workplaces.

Like the first Compact, an autonomous public agency (MCA-Morocco) responsible for implementing the two Compact projects was created. This entity has the legal status of a public institution with its own legal personality and financial autonomy. MCA-Morocco Agency is administered by the Conseil d'Orientation Stratégique chaired by the Head of Government. It establishes agreements called Implementing Entity Agreements (IEAs) with the different ministerial departments and public institutions involved with the implementation of the two projects:

- The Ministry of Interior (MI) and the Ministry of Agriculture, Fisheries, Rural Development, Water and Forests (MAPMDREF), the Regional Office for the Development of Agriculture in the Gharb Region (ORMVAG) and the National Agency for Property Registry, Cadastre and Cartography (ANCFCC) for the implementation of the Rural Land Activity;
- The Ministry of Industry, Trade and Investment and the Digital Economy (MIICEN) for the implementation of the Industrial Land Activity;
- The Ministry of National Education, Vocational Training, Higher Education and Scientific Research (MENFPESRS) for the implementation of the Education and Training for Employability Project;
- The Ministry of Labor and Professional Insertion and the National Agency for the Promotion of Employment and Competencies (ANAPEC) for the implementation of the Employment Programs Activity;
- The Higher Council for Education, Vocational Training and Research through the National Body for the Evaluation of the Education System for the implementation of the Secondary Education Activity.

2.2.2.1 Education and training for employability project (\$220 million)

Problem statement

The low quality of human capital is a major constraint to economic growth in Morocco. This weakness is reflected in a low school completion rate, a tendency for students to move towards branches of study that do not meet the needs of companies and gaps in the skills and competencies of the graduates. Private sector companies in these sectors often cite that candidates applying for jobs do not have the basic skills acquired at secondary level (soft skills, foreign language proficiency, skills related to job search and employment and technical knowledge). For the most sophisticated jobs, companies do not find the right profiles with the required technical skills.

The secondary education system is characterized by a certain rigidity, an outdated pedagogy and aging infrastructure. In addition, the system is characterized by a lack of incentives for teachers and administrators to focus on student learning and the skills demanded by the labor market.

When it comes to the TVET system, there are problems related to the quality of training, such as the degree of involvement of the private sector at all levels of management and governance of the system, as well as its ability to absorb the demands for its services. The employment rate of the graduates of vocational training at the time of development of the Compact was only 54%.

On the employment side, the labor market is characterized by a lack of visibility due to the weak observation capacity in terms of data, instruments and tools necessary to identify and anticipate employment, competencies and ongoing training needs, despite the array of actors and producers of information and statistics in this area. Also, the partnerships between public and private operators for the support to labor market placement are also underdeveloped in Morocco.

Project objective

The "Education and Training for Employability" project aims to improve the quality of secondary education and vocational training and their adequacy to the needs of the productive sector through the implementation of two activities: "Secondary Education" And "Workforce Development". The common denominator of these interventions is: improvement of quality, relevance and equitable access to secondary education and vocational training, promotion of inclusive employment, improvement of labor market observation mechanism and the promotion of impact evaluation of labor market programs and policies.

The Secondary Education Activity will focus on establishing an Integrated School Improvement Model based on the strengthening of decentralization, management autonomy, rehabilitation of infrastructure and a student-centered pedagogy, strengthening of the system of assessment of learning outcomes and the information system and the development of a new approach for the operations and maintenance (O&M) of school infrastructures and equipment.

As for the Workforce Development Activity, MCA-Morocco, as mentioned above, has set up two Directorates for the implementation of its components (TVET programs Directorate and Employment programs Directorate). The "TVET programs" is structured around two components: (i) the establishment of a grantmaking facility dedicated to the financing of new centers or the conversion of existing vocational training centers towards public-private partnership models and (ii) support for the implementation of the vocational training reform.

The "Employment Programs" cover four components: (i) support for the implementation of an integrated labor market observation system (ii) promotion of inclusive employment for unemployed youth and disadvantaged women in the labor market through result-based financing and support programs for their insertion, (iii) support for impact evaluation of labor market policies and programs, and (vi) support for the promotion of gender-equitable workplaces.

2.2.2.1.1 Workforce development activity (\$107.42 million)

2.2.2.1.1.1 TVET programs (\$80.42 million)

The objective of this program is to develop and improve the quality of vocational training and strengthen the links between supply and demand for skills, through the following two components:

- **Implementation of a private-sector driven supply of vocational training:**

This is to create a grant facility called the "Charaka"² Fund dedicated to financing projects aimed at (i) the creation or extension of vocational training centers managed under the framework of public-private partnership ("PPP") and (ii) the conversion of existing public vocational training centers from a traditional public sector driven management model into a private sector driven model.

This component is based on the demonstration experiments initiated by the Moroccan government as part of the support for the different development strategies of the growth sectors (Industry, Renewable Energies, etc.), through the creation of delegated management entities in the framework of a partnership between the public and private sectors and whose model of governance allows to move from a traditional mode of management based on supply to a mode driven by the demand of the private sector.

- **Support for the implementation of the TVET reform :**

²Charaka in Arabic translates as "Partnership"

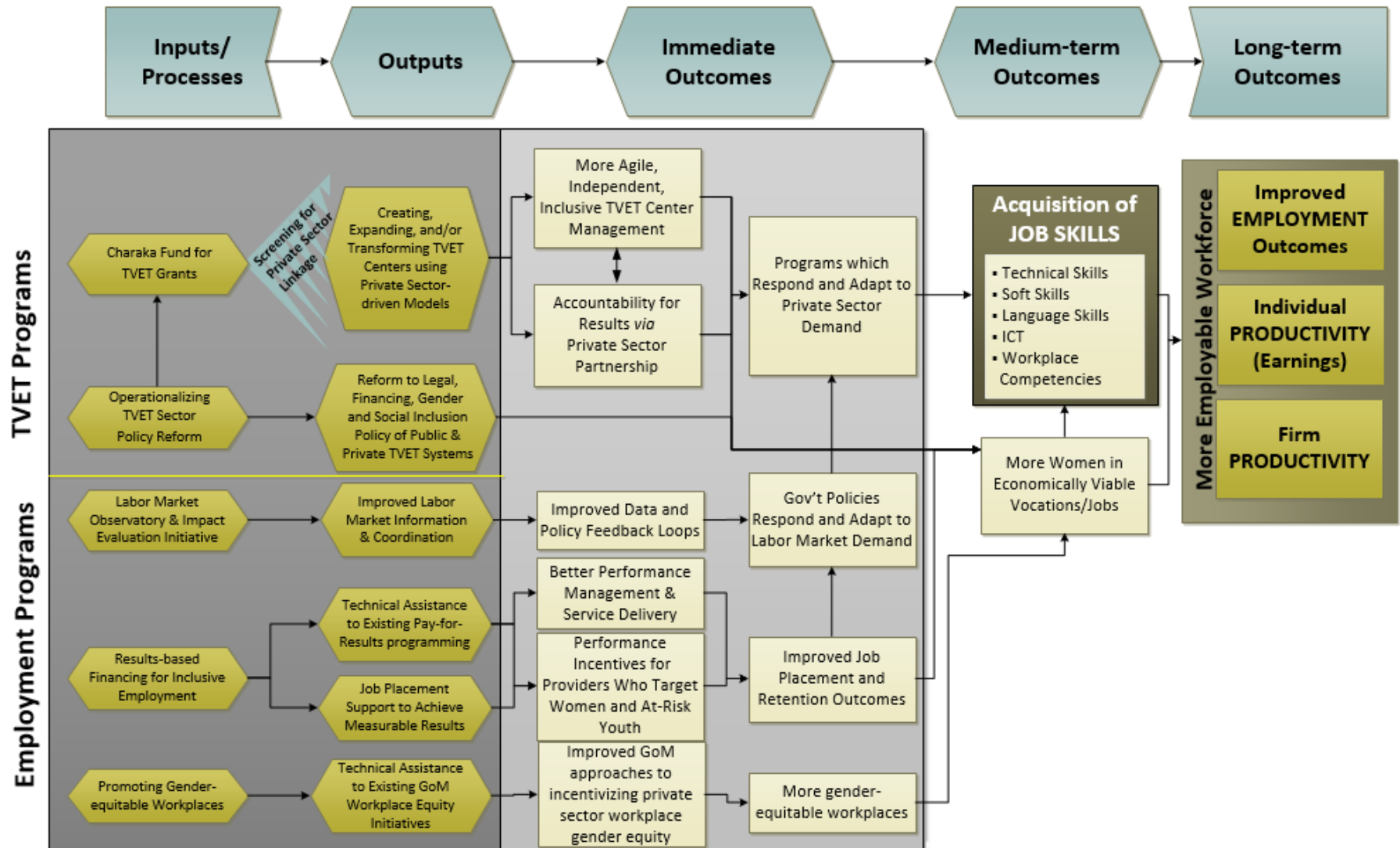
This component aims to support public and private actors involved in vocational training in the implementation of TVET reform. The objective is to improve the quality of the vocational training system and its ability to respond adequately to the needs of the productive sector and the different target populations, particularly women and disadvantaged social groups.

This support is also intended to strengthen the involvement of the private sector in the governance and management of the vocational training system at all levels of intervention (national, per sector, regional and local) and in particular at the level of the training centers and for all modes of training (residential, apprenticeship, alternating and continuous training). It also aims at ensuring overall coherence of the vocational training system, especially with regard to the clear definition of the roles and responsibilities of the different actors, as well as the establishment of performance evaluation mechanisms as a basis for funds allocation.

Under this component, annual conferences on the progress of vocational training are also planned. These conferences will provide a space for exchange and sharing of experiences and good practices at national and international level.

The diagram below illustrates and describes the expected causal relationships for the Workforce Development Activities (TVET and Employment programs) and synthesizes the expected outcomes of this Activity.

Workforce Development Activity



2.2.2.1.1.2 Employment programs (\$27 millions)

The “Employment programs” cover four components: (i) support for the implementation of an integrated labor market observation system (ii) promotion of inclusive employment for unemployed youth and disadvantaged women in the labor market through result-based financing and support programs for their insertion, (iii) support for the evaluation of the impact of employment and labor market policies and (vi) support for the promotion of gender-equitable workplaces.

Support for the implementation of an integrated labor market observation system consists of developing and refining the global and integrated architecture of the labor market observation system and its implementation based on the existing (structures, data collection tools, studies and research, mechanisms and tools, etc.) and on complementary or new investigations to fill information gaps and to integrate them into a unified, coherent statistical system. The expected objective is to improve the visibility of the labor market and to better inform decision-making by public authorities and socio-economic partners in the areas of employment, training and regulation of the labor market. It will be conducted using a partnership approach with the key stakeholders involved in the production of information on labor supply and demand and the users of this information, such as the institutions involved in the management of the labor market, socio-professional organizations, public and private operators in the fields of education, vocational training and higher education, intermediation bodies, enterprises, job seekers, etc. The improvement of this system of labor market observation will support the role of the National Labor Market Observatory as an interface between users and producers of information related to this market and ensure effective coordination of employment promotion policies and regulation of the labor market, led by the Government and supported in their implementation by all stakeholders.

Results-based financing (RBF) to promote inclusive employment for women who are out of the workforce and unemployed, at-risk youth primarily in urban and peri-urban areas will implement and / or improve results-based payment mechanisms for services and programs aimed at the professional insertion of this category of the Moroccan populace. Two types of support are planned: (i) technical assistance to ANAPEC to link the payment of services rendered under the "Taehil"³ program to the performance achieved (in particular capacity building, improvement of management tools, revision of procedures manuals, etc.) and (ii) funding of new programs and services to support the insertion of women and at-risk youth by private operators or associations, in partnership with ANAPEC and according to a procedures manual.

Support to the impact evaluation of labor market policies and programs, including the insertion services for youth and disadvantaged women that will be implemented within the framework of the Compact and aims to promote the culture of impact evaluation as a tool for public decision-making (evidence-based policy) and to advance impact evaluation work related to the performance of active labor market programs and labor market regulation policies in Morocco. Funding will be provided to selected projects as part of a call for research for rigorous evaluations of employment and labor market policies and/or programs, under the guidance of an internationally renowned scientific research partner and in partnership with a public institution (the National Labor Market Observatory), in order to use the results of these evaluations in order to feed into relevant and up-to-date information and analysis to the process of decision-making on employment and labor market policies and programs.

³Taehil is a national program launched by the government during employment initiatives, and this to improve the employability of job seekers. It consists of two essential measures namely: Contractual Training for Employment and Qualifying or Reconversion Training.

Support for the promotion of gender equitable workplaces aims to reduce gender-based discrimination in the workplace that causes women to leave their jobs prematurely and to promote the participation of women in the sectors and businesses directly or indirectly affected by the Compact. This component consists in providing technical assistance and institutional capacity-building (Ministry of Labor and Professional Insertion, private sector companies) in order to promote gender equity in the workplace ("Professional Equality Trophy Initiative") and to support the GoM in better incentivizing the private sector to adopt gender-equitable practices. This support may include technical assistance to strengthen the Ministry of Labor and Professional Insertion's "Professional Equality Trophy Initiative" and providing technical assistance to companies interested in participating in the Trophy initiative. Detailed program design will be conducted in the first year of the compact.

The diagram below illustrates the outputs of the "TVET Programs" and "Employment Programs", the expected results in the short and medium term as well as the long-term impact.

The logic diagram above reflects the following set of assumptions⁴:

- Charaka fund investments will only cover startup costs and up to two year of operations, GoM financial contribution should cover recurring costs post-Compact
- Private sector engagement in grants awarded under the Charaka Fund will be sufficient to ensure quality/relevance of training programs
- Increased earnings by graduates by means of a high quality training
- Higher probabilities of employment
- Data and analyzes are used to inform public policy decisions

2.2.2.1.2 Secondary education activity (\$112.58 millions)

The Secondary Education Activity aims to design and demonstrate a new, cost-effective, sustainable, and scalable model of public secondary schools for delivering quality secondary education focused on the employability skills needed for the modern workforce. The Activity will also support key reforms to improve performance management systems, including education assessments and education management information systems.

The overall objective of this activity is to increase the employability of young Moroccans, by improving the quality and relevance of learning and the equity of access to secondary education (lower and upper secondary). The activity is composed of three sub-activities:

- **Integrated School Improvement Model (MIAES)** to improve the efficiency and performance of these schools by leveraging the "Integrated School Project" (ISP) as a tool developed in a participatory way to improve learning and academic results.

This component will be deployed in approximately 100 schools (lower and upper secondary) across three representative regions of the North, Center and South of the Kingdom, respectively Tanger-Tétouan-Al Hoceima, Fès-Meknès and Marrakech-Safi. These regions were selected based on education needs, poverty indicators, and economic and employment opportunities.

⁴ Across the Compact's two projects and five Activities, a more exhaustive treatment of assumptions and risks is expected to be completed in a future revision to this M&E Plan (after any pending activity design is completed).

Within this framework, each target school will benefit, through a contractual approach, from integrated support that will focus on strengthening its administrative and financial management autonomy, promoting student-centered pedagogy and improving the physical environment of learning through adequate rehabilitation of the infrastructure and provision of equipment necessary for educational innovation. It is also planned, within the framework of this component, to strengthen the capacities of the Regional Academies of Education and Training (AREF) and the provincial directorates involved to ensure better steering and coordination of the implementation of the Activity «Secondary Education ».

A Partnership Fund to support the improvement of the quality of education in lower and upper secondary schools has been established. This Fund cofinances proposals that are complementary to, or that strengthen the actions planned in the framework of MIAES to improve the learning environment through the integration of new pedagogical approaches.

- **Student Assessment and Education Management Information Systems (MASSAR).** It is essentially to support the actions undertaken by the National Body for the Evaluation of the Education System and the Ministry of National Education, Vocational Training, Higher Education and Scientific Research in order to sustain and improve the National Program for Student Assessment (PNEA) and to prepare Morocco's participation in the OECD's International Assessment of PISA (Program for International Student Assessment).

With regard to the "MASSAR" information system, this sub-component integrates an action on capacity building of actors at the level of the central, regional, provincial and local levels (schools) with the aim of establishing an education policy guided by reliable information from the evaluation system.

- **Develop a New Approach of School Infrastructure and Equipment Operations and Maintenance.** For this component, it is a question of developing, through technical assistance, a new approach for preventive and curative operations and maintenance of school infrastructures and equipment, clearly defining the roles and responsibilities of the actors concerned. This approach integrates new forms of partnership with the private sector, as well as better planning in this area.

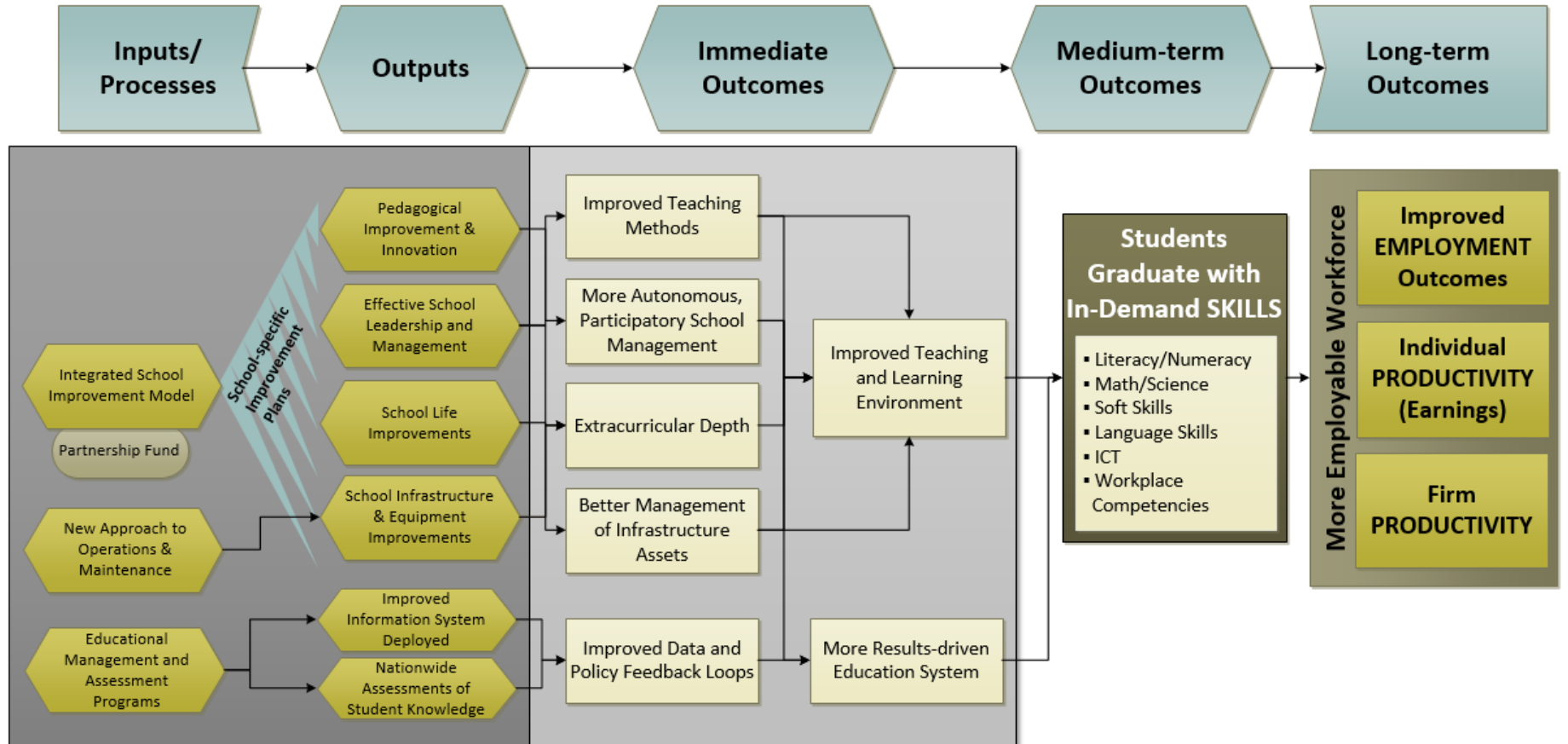
The diagram below illustrates and describes the outputs for the Secondary Education Activity as well as the expected outcomes in the short and medium terms as well as the long-term impact.

In the short term, the activity should result in the strengthening capacity building of teachers' to use new student-centered teaching techniques, by improving the management of schools through performance contracts, by more autonomous management of schools and improvement of school infrastructure. The improvement of the quality of teaching and the promotion of a more favorable environment for student learning that will result from the implementation of the "Secondary Education" activity will enable the supply of competencies and skills required by employers to the labor market. Program beneficiaries should have better job opportunities and higher incomes. Private sector enterprises are expected to experience increased productivity.

The logic diagram below reflects the following set of assumptions taken into account in the initial economic analysis of the Secondary Education Activity:

- Increased student success rate as a result of capacity building of teachers in new student-centered teaching techniques, improved learning environment and better management of schools,
- higher probabilities of employment with higher levels of education
- higher earnings for students who achieve higher levels of education given the skills acquired

Secondary Education Activity



2.2.2.2 Land Productivity Project (\$170.5 million)

Problem statement

Poor land governance and difficult access to secure land rights have been identified as major constraints to investment, particularly in the industrial and agricultural sectors. These constraints arise from an uncoordinated and incomplete legal and institutional land governance framework and the absence of an integrated land policy that would promote the optimization of land resources and meet the current and future needs of investors.

At the industrial level, weak governance has resulted in insufficient supply of industrial land, development of industrial zones that do not respond to the needs of investors, low utilization levels and poor management and maintenance of industrial zones, as well as land speculation.

Low productivity of agricultural land is due, among other things, to the multiplicity of forms of land tenure, insecure land rights, land fragmentation and complicated co-ownership arrangements.

Project objective

The Land Productivity Project, comprising three Activities, aims to increase land productivity and investment potential. It focuses on updating and improving laws, regulations and administrative processes governing land and enabling rural and industrial land markets to better respond to investor demand.

Land Governance Activity focuses on improving land governance. To a certain extent, the problems related to the governance of land are caused by the absence of a national land strategy or global vision for land management as well as the multiplicity of land tenure regimes and government institutions overseeing land. These constraints limit private investment as well as land productivity.

The expected result of this activity is the elaboration of a National Land Strategy and an action plan for its implementation, which will lead to improved coordination of government institutions, increased security of land rights, and modernization of outdated and time-consuming land governance policies, laws and procedures.

Rural Land Activity focuses on developing a faster and more inclusive process for converting ownership of the country's collective irrigated land into individual ownership by the men and women farmers who currently use the land (a process referred to as "*melkisation*"). More secure, formal rights to land will provide the conditions necessary to enable and incentivize smallholder investment and modernization of agricultural activities, in turn boosting agricultural productivity.

The expected result of this activity is development of an optimized procedure for the *melkisation* of collective land that will reduce time and cost and improve social inclusion. The new procedure will be implemented on 45,000 ha in the Gharb region.

Industrial Land Activity aims to revise the approach by which industrial zones are brought to market, an approach that is currently dominated by a strong presence of the State in the conception and development of industrial zones and results in industrial zones that are poorly managed and maintained and do not respond to market demand.

The new approach is based on the needs expressed by operators in the industrial sector and will shift responsibility for development, management and maintenance of industrial zones to the private sector using a public-private partnership model.

2.2.2.2.1 Land Governance Activity (\$10.5 million)

The Land Governance Activity is based on a National Meeting (Assises) on the national land policy and its role in economic and social development, organized on December 8-9, 2015 under the High Patronage of His Majesty King Mohamed VI. The National Meeting was a starting point to deepen the debate on the national land policy to which all institutional stakeholders, private actors, academics, experts, practitioners and professionals, as well as those interested in the land sector, have contributed.

In a Royal Letter addressed to the participants, His Majesty King Mohammed VI called on them "to adopt a clearly defined integrated national strategy and its implementation in the form of an action plan". He also invited "the participants to draw inspiration from the virtues of collective dialogue and reflection and to privilege the participative approach".

Building on the Royal Letter and the recommendations of the National Meeting, the Land Governance Activity will support the GoM to develop a National Land Strategy aimed to improve the effectiveness of the Government's land policy, in order to encourage private investment and to achieve sustainable and sustained economic growth and thereby reduce poverty.

The two major objectives of the activity are the unification of the land policy vision and the strengthening of coordination among the various actors in the land sector. Other objectives include stimulating the land market by facilitating investor access to land, modernization of the legal framework governing the land sector and the simplification and promotion of equitable access to land.

MCC funds will support the Government in:

- the conception of a National Land Strategy and an action plan for its implementation, using a participatory approach favoring the search for consensus and ownership by all actors;
- the implementation of the priority actions provided for in the recommended action plan.

The development of the National Land Strategy will be overseen by a Permanent Inter-ministerial Commission for Land Policy, created by decree published in the Official Gazette No. 6471 of June 6, 2016, which is chaired by the Head of Government and includes representatives of all relevant stakeholders.

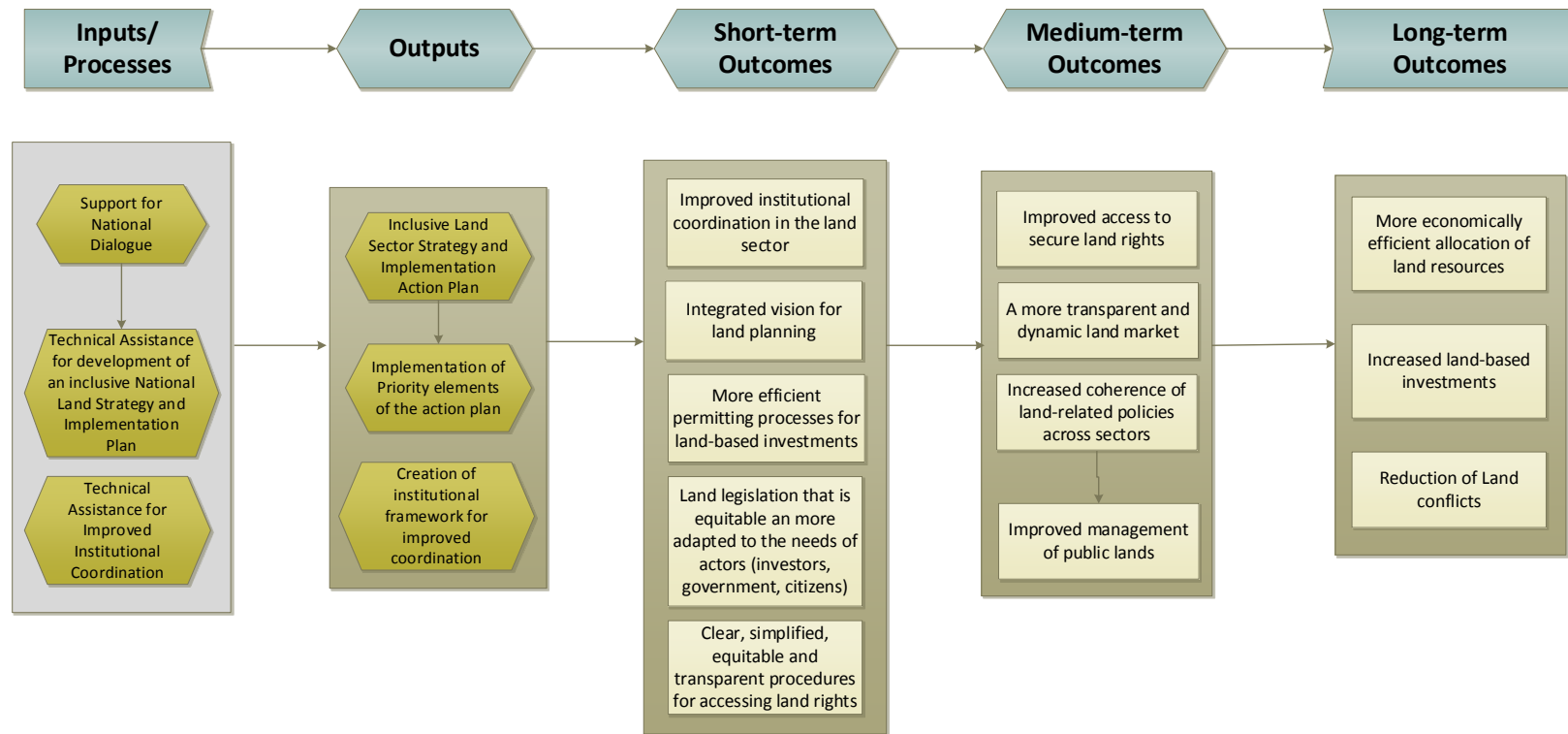
In the short term, the strategy will strengthen the coordination among different government institutions in charge of land management, support the formulation of a global vision for developing public policies related to land, contribute to the modernization of the land tools which are necessary to promote investments and improve the legal framework related to land.

In the medium term, this strategy aims at boosting and regulating the land market in order to: stimulate private investment in the various sectors of economic activity, improve access to land through the development of a suitable land supply that is utilized and well managed, and ensure a more efficient allocation of land resources. The strategy should also result in improved public land governance by rationalizing the use of public land, improving procedures of its management, and strengthening coordination between the various stakeholders in land management.

In the long term, it is expected that this strategy will result in a more efficient allocation of land resources and reduction of land conflicts as a result of the modernization of legal and procedural tools. This situation is expected to have a positive impact on the promotion of investment and thus improve the productivity of land.

The intervention logic of this activity is detailed in the following diagram:

Land Governance Activity



2.2.2.2 Rural Land Activity (\$33 million)

Poor access to land, weak land tenure security and the multiple forms of land tenure are barriers to private investment in agriculture and to the modernization and intensification of agricultural activity. The Useful Agricultural Area (UAA, 8.7 million ha)⁵ is divided between private land (*melk*) (75.8%), collective land (17.6%), state-owned land (3.1%), *guich* land (2.8%) and *habous* land (0.7%). Collective land is held by ethnic communities and is used by their members under relatively insecure use rights which do not allow them to buy, sell or use the land as collateral; as such, collective lands do not provide the security and stability necessary to incentivize agricultural intensification and private investment.

Some collective lands located in irrigated perimeters have benefited from substantial public investments in large scale dams and other irrigation infrastructure, but the impacts of these investments were limited because of the insecurity of the land ownership under the collective land regime.

In order to increase investment in and productivity of these lands, the Government of Morocco established in 1969 a process – commonly called “*melkisation*” -- whereby members of collectives whose land is situated wholly or partially within an irrigated perimeter could become owners of the land area under common ownership (“*melkistes en indivision*”), and could thereafter further divide the “mother” parcel into individually titled and registered parcels. Since adoption of the law authorizing *melkisation*, the GoM has subdivided approximately 36,000 Ha of collective land but the individual titling process has faced delays.

The Rural Land Activity will improve the *melkisation* process to make it more efficient and inclusive. The goal of the activity is to develop procedures that can, result in the issuance of titles to the rights holders within three years or less, and to use these improved procedures to complete the *melkisation* of 46,000 hectares of collectively-owned land in the Gharb region. The tool and procedures developed under this Activity have the potential to be applied to other collective lands in Morocco.

More formal, secure rights provided by land titles will stimulate land transactions and increase farmers’ access to loans. In the medium term, this will result in an efficient allocation of land resources and an increase in investments by households or businesses. It is also expected that land-related conflicts will be reduced as a result of formal parcel registration and demarcation, thereby producing an unassailable land title.

The logic framework for this activity reflects assumptions considered in the initial economic analysis. It assumes that the optimized *melkisation* process will be faster, more effective and more inclusive, and that credit institutions consider land titles as sufficient guarantees to make loans. The risks associated with these and other assumptions will be monitored throughout the Compact.

The optimized *melkisation* procedure developed under this activity could potentially be applied to other collective land located in large scale irrigation perimeters in Morocco, .

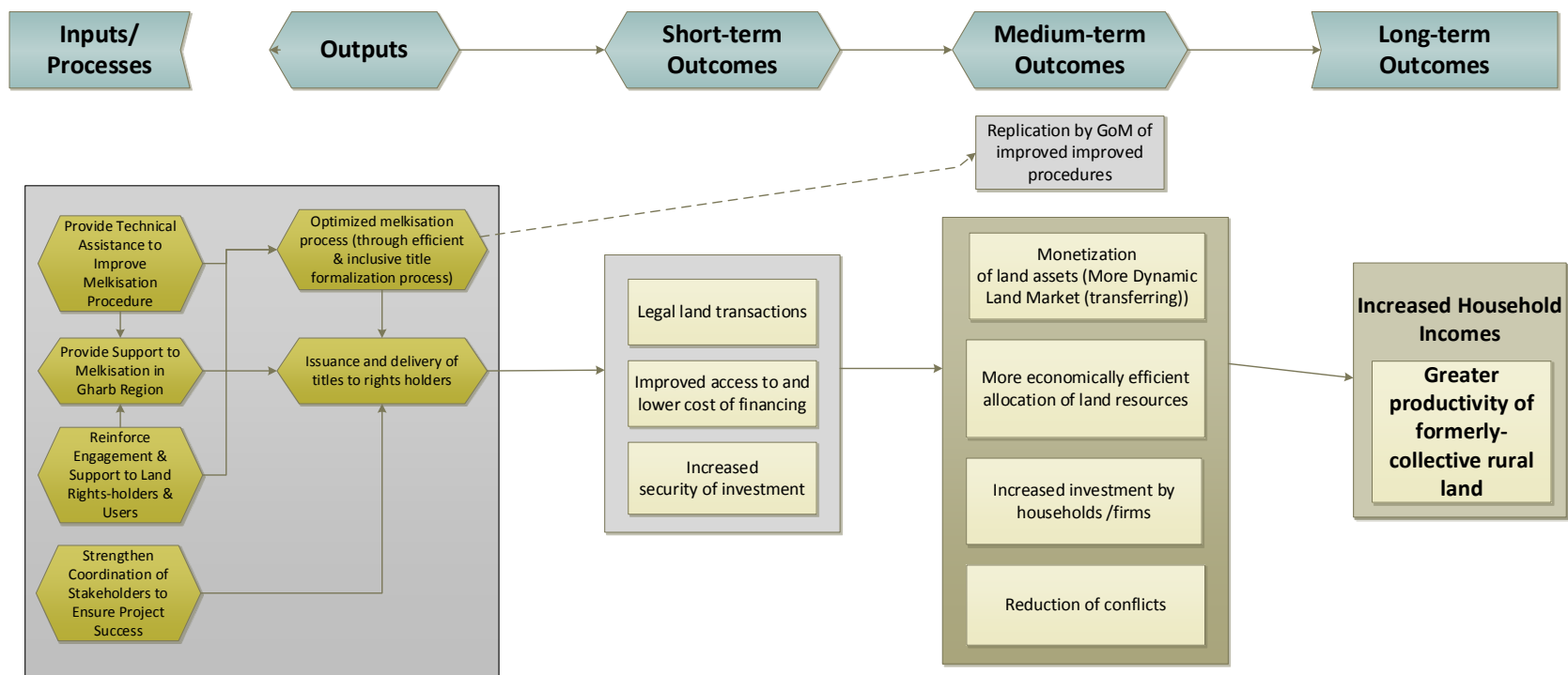
The combination of these elements is expected to result in an improvement in the productivity of collective land and will lead to an improvement in household incomes favored by the following elements:

⁵ General Census of Agriculture, 1996.

- Women who until now were excluded from land sharing among rightholders in collective lands will benefit from their inheritance as part of the application of Shariah provisions;
- The intensification of agricultural production combined with a better utilization of agricultural inputs will allow the creation of employment opportunities;
- The possibility for right holders to take advantage of the subsidies granted by the government through the Plan Maroc Vert strategy;
- The fluidity of land transfers will potentially lead to the emergence of farms of a more viable size.

The intervention logic of this activity is detailed in the following diagram:

Rural Land Activity



2.2.2.2.3 Industrial land activity (\$127 million)

Systemic reforms will be initiated as part of this activity and will address both institutional and legal aspects, as well as an integrated approach to planning, development, revitalization and management of industrial zones. In fact, the "Industrial Land" Activity aims to improve the approach adopted by the GoM in the development of industrial land, moving from a public-driven approach to a market demand driven approach with strong involvement of the private sector, and this through the development of a new model for the development of industrial zones. By developing the Government's expertise and using PPPs for the establishment of industrial zones, the activity aims to foster private sector participation in the development and management of industrial zones in order to ensure that this development and management responds to private sector demand and enterprises' needs in terms of location, supply of land, infrastructure and services. MCC funding will support:

- **Creation of a Center of Expertise for Industrial Land Development (“CEILD”)**, which will lead the development and institutionalization of a new market-driven model for industrial zone development in Morocco that will stimulate investment and increased productivity, as well as involvement of the private sector in the rehabilitation and ongoing management and maintenance of industrial zones. To this end, CEILD will support the government in the implementation of this new approach, particularly through :
 - conducting market studies and developing a long-term strategy in relation to industrial land;
 - MIICEN capacity building for industrial zone development, as well as for other stakeholders, such as local authorities;
 - Dissemination of best practices in the development of industrial zones, based on successful experiences;
 - the support of MIICEN in the development of a new law on industrial zones;
 - supervision of pilot projects implementation to test and improve the new approach to the development and revitalization of industrial zones.

MCC Funding will also support the study of sustainability after the Compact, including the institutional location, of the CEILD (the “CEILD Study”). The Government will provide office space, information technology equipment, and administrative staff for the CEILD.

- **The development of Demonstration industrial zones:** Will be carried out by the revitalization / extension of two industrial zones in Bouznika and Had Soualem and the development of a new industrial zone in Sahel Lakhayaya according to the new approach. The sites to host these zones were identified on the basis of a set of criteria, mainly the demand, the economic impact, the financial viability, the surface area that can be mobilized and the absence of major risks in all three pilot sites. This includes providing funding to the extent necessary to improve economic viability and attract private investment.
- **The establishment of a Sustainable Industrial Zones Grant Facility “FONZID”:** FONZID (Sustainable Industrial Zones Grant Facility) will be set up jointly with MIICEN and will support other private or public initiatives that favor the new model of governance and sustainability of industrial zones, driven by market demand. This fund is aligned with the overall objective of the "Industrial Land" Activity, namely the provision of land at the market level that meets the needs of enterprises in terms of location, land supply, quality infrastructure and services by supporting projects (i) aimed at improving the governance and sustainability of existing or new

industrial zones⁶ and (ii) adopting new approaches to revitalizing zones to improve their sustainability and development of sustainable industrial zones.

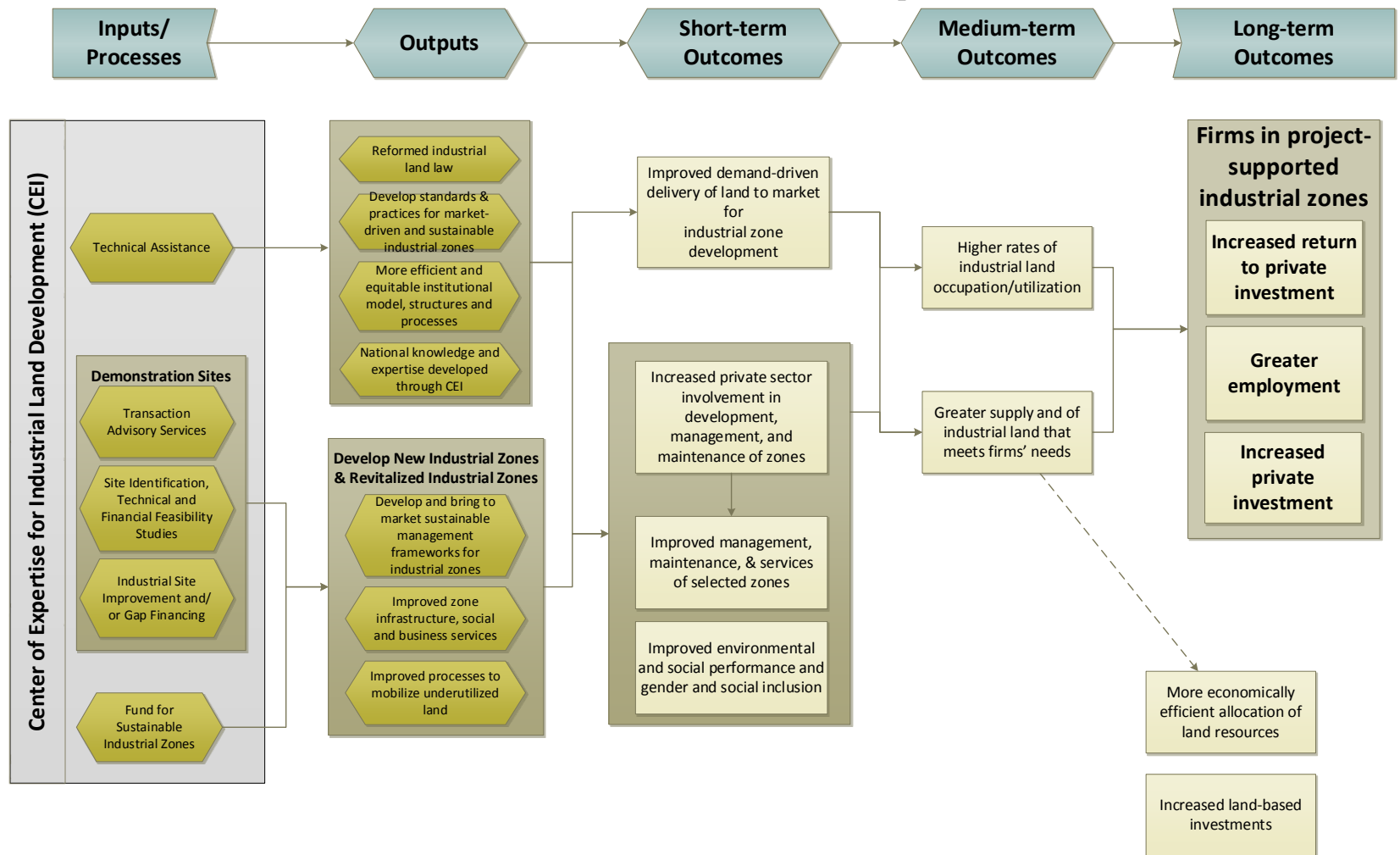
FONZID will also target the private sector and local authorities, public institutions, professional chambers and NGOs, and will focus mainly on PPP-based initiatives. The selection of projects eligible for funding from FONZID will be done through a call for projects at which MCA-Morocco Agency will invite the various stakeholders involved in industrial land to propose projects that can benefit from FONZID funding for the duration of the Compact.

The intervention logic of the activity presented below implies a certain number of assumptions related in particular to:

- the existence of an unmet demand for industrial land,
- there will be institutional and governance changes that support the implementation of new models for the exploitation and management of industrial zones and address the problem of under-utilization of land by reducing incentives for speculation.

⁶for this activity, governance means better management, operations and maintenance of the industrial zone, and by sustainability: an industrial zone with high economic, GSI, social and environmental performances.

Industrial Land Activity



2.3 Projected economic benefits

An ERR was calculated at the time of MCC's initial investment decision, before the Compact was signed. This estimate is typically updated after a compact enters into force, and when any major modifications occur to a project's costs or benefits during compact implementation. At compact closure a final ex ante ERR is calculated.

For this version of the M&E Plan, the available ERR estimates are based on the initial economic analysis completed to inform an investment decision. The Cost-Benefit Analysis is in the process of being updated and those revised ERR estimates will be included in the next version of the M&E Plan.

2.3.1 Education and training for employability project economic analysis

(A) Secondary education activity

The initial economic analysis of the Secondary education activity provides three distinct streams of benefits that favor investment:

- Improved exam results and higher future incomes through improved classroom pedagogy;
- Improved exam results and higher future incomes through the implementation of school-based management; and
- Lower drop-out rate due to improved infrastructure.

The estimated initial economic rate of return for this investment ranges from 12.4% to 15.1%

(B) workforce development activity

The initial economic analysis of the Workforce development activity provides the following benefit streams for investment: Higher future incomes and employment probabilities through improved quality and the relevance of existing and new vocational training centers.

The estimated economic rate of return for this investment is 13.2%.

Project	Original ERR	Date Original ERR Established	Current ERR	Date Current ERR Established
Education and training for employability project			TBD	TBD
Secondary education activity	12.4% à 15.1%	August 2015	TBD	TBD
Workforce development activity	13.2%.	August 2015	TBD	TBD

2.3.2 Land Productivity Project economic analysis

(A) **Rural Land Activity.** The expected impacts of the Rural Land Activity are based on the following assumptions: increased tenure security will lead to an increase of investments and an intensification of agricultural production (modernization of agricultural practices: use of fertilizers, selected seeds, phytosanitary products, mechanization, etc.) following the conversion of collective land into private property. The economic rate of return compares the productivity of collective lands with that of private lands.

The estimated economic rate of return for this investment is 21.7%.

(B) **Industrial Land Activity:** For the Industrial Land Activity, economic analysis measures the increase in value added resulting from the use of land, currently unexploited/ non-utilized, for industrial purposes. The added value comes from the use of unexploited/ non-utilized land in existing industrial zones, as well as from the creation of new zones.

Based on current costs, the estimated economic rate of return for this investment ranges from 13.4% to 16.7%.

Project	Original ERR	Date Original ERR Established	Current ERR	Date Current ERR Established
Land Productivity Project				
Land Governance Activity	N/A	N/A	N/A	N/A
Rural Land Activity	23%	August 2015	21.7%	January 2016
Industrial Land Activity	13,4% à 16,7%.	August 2015	TBD	TBD

2.3.3 Compact beneficiary analysis

The Beneficiary Analysis is a complementary analysis to the Economic Rate of Return Analysis which aims to disaggregate the total revenue increase to determine the segments of society that will benefit from the Projects and Activities of this Compact. Where appropriate, the Beneficiary Analysis will disaggregate benefits by income, gender and geographic location.

According to the MCC Guidelines, beneficiaries are considered to be individuals who are expected to experience better standards of living through higher real incomes that are realized as a result of Compact Projects and Activities (depending on the case). The Cost-Benefit Analysis for proposed Projects gives details on benefit streams through which beneficiaries should experience increased income. For definitional purposes it is important to note that not all MCC project participants are necessarily project beneficiaries. The expected beneficiaries of this Compact are calculated over 20 years.

A general overview of the span of program benefits across the population of Morocco, used for Compact justification to MCC's Investment Committee, is presented in the table below. It is important to note that the participant and

beneficiary numbers will be estimated and updated along with the ERR estimates and included in the next version of the M&E Plan. The revised estimates will be based on more recent data that has become available and more detailed program design.

Program Beneficiaries

Project	Program beneficiary definition	Est. number of beneficiaries	Present Value (PV) of Benefits ⁷	Net Present Value (NPV) ⁸
Education and training for employability		623,050		
Secondary education activity	all graduates of secondary schools supported by the activity and their families, each year for a period of 20 years	432,145		
Workforce development activity	all graduates of TVET Centers supported by the activity and their families, each year for a period of 20 years	190,905		
Land Productivity		204,576		
Land Governance activity		N/A		
Rural Land Activity	all owners, and all members of their immediate family, of converted collective lands that have received their land title under the Activity, who make investments to adopt technological practices similar to those of private land farmers, and which record an increase in income related to the land	108,272		
Industrial land Activity	all employees, existing or potential, of enterprises located in the targeted industrial zones, and all members of their immediate family	96,304		
Total		827,626		

⁷ The PV of benefits is included in the QRR as the “estimated discounted increase in income over the life of the project or the “beneficiary income gain.”

⁸ The NPV illustrates the net benefits, which subtract the discounted costs from the discounted benefits. Cost-benefit analysis produces two main outputs: the ERR and NPV. This provides a more complete picture and allows for comparison at this level across projects.

3. Monitoring component

3.1 Summary of monitoring strategy

The Compact will be monitored systematically and progress reported regularly through the Indicator Tracking Table (ITT). There are four levels of indicators that follow from the program logic framework: (i) process; (ii) output; (iii) outcome; and (iv) goal. The various indicator levels map to the program logic and thus allow Project developers and managers to understand to what extent planned Activities are likely to achieve their intended Objectives. Often most outcome and goal indicators are not monitored during the life of the Compact, but rather are reported through evaluations after the Compact is complete. Those levels of results typically take longer to be achieved.

Monitoring data will be analyzed regularly to allow managers of MCA- Morocco and MCC to make programmatic adjustments as necessary with a view towards improving the overall implementation and results of the Program.

- Goal indicators measure the economic growth and poverty reduction that occur during or, most likely, after implementation of the program. For MCC Compacts, goal indicators will typically be a direct measure of local income and are typically measured through post Compact evaluations.
- Outcome indicators measure the intermediate effects of an Activity or set of Activities and are directly related through the Program Logic to the output indicators.
- Output indicators directly measure Project Activities. They describe and quantify the goods and services produced directly by the implementation of an Activity.
- Process indicators measure progress toward the completion of Project Activities. They are a precondition for the achievement of output indicators and a means to ascertain that the work plan is proceeding on time.⁹

MCC has introduced common indicators for external reporting across all MCC Compacts. The common indicators relevant to the Morocco Compact are included in this M&E Plan.

The Compact outlines the initial indicators for the Program. The M&E Plan builds on this information with additional indicators developed in the early stage of project implementation.

The Indicator Definition Table provides relevant details for each indicator by Project and can be found in Annex I. It provides descriptions for the indicator structure by specifying each indicator's: (i) name; (ii) definition; (iii) unit of measurement; (iv) level of disaggregation; (v) data source; (vi) responsible party; and (vii) frequency of reporting.

To ensure that the Program is on track to meet its overall goals and objectives, the monitoring indicators will be measured against established baselines and targets, derived from ex-ante economic rate of return analysis, other types of analysis, and project planning documents. The targets reflect the underlying assumptions made in program design about what each activity will likely achieve. Baselines and target levels for each indicator are defined in Annex II.

Indicators may need to be modified in future versions of the M&E Plan. Modification and revisions to the indicators may only be made according to the MCC M&E Policy. Any significant modifications to the indicators or other content will be summarized in Annex III of the M&E Plan.

⁹The indicator levels are formally defined in MCC's Policy for Monitoring and Evaluation of Compacts and Threshold Programs.

Data disaggregation

Where feasible and appropriate, monitoring and evaluation indicators will be disaggregated by sex, age, income, and/or vulnerable groups.

Data sources

The indicators identified in the M&E Plan will require the collection of a range of data from various sources within Morocco such as the Implementing Entities and implementers. To the greatest extent possible, MCA-M will attempt to harmonize data collection with other existing data sources or planned surveys and ensure that the data collected through the project are useful and cost-effective. Specific data sources are outlined in Annex I of this M&E Plan.

The MCA-Morocco M&E Direction shall consult and assist implementing entities in setting up their data collection plan and reporting templates.

A number of each Project's indicators, baselines and targets are currently pending determination. The majority of these baselines and targets will be established once the feasibility and design studies are completed. Others are pending updated data from once implementation contracts are awarded and contractors have presented their work plans.

3.2 Data quality reviews

Data quality is the primary responsibility of the MCA-Morocco, led by the M&E Director. The M&E Direction and other MCA staff, as appropriate and implementing entities should regularly check data quality. The M&E Direction should verify that all reported data has appropriate source documentation and that calculations have been done correctly. The MCA-Morocco M&E Direction will conduct field visits on a regular basis or whenever requested by MCC, to review the quality of the data gathered through this M&E Plan. MCA-Morocco Agency may hire individual data quality monitors to monitor data collection and quality, as needed.

In addition to regular data quality checks by MCA staff, independent Data Quality Reviews (DQRs) will be conducted in accordance with the requirements of the MCC M&E Policy.

The objectives of DQRs are to assess the extent to which data meets the standards defined in the MCC M&E Policy in the areas of validity, reliability, timeliness, precision and integrity. DQRs will be used to verify the consistency and quality of data over time across implementing agencies and other reporting institutions.

The particular objectives for the DQRs will include identification of the following parameters: i) what proportion of the data has quality problems (completeness, conformity, consistency, accuracy, duplication, integrity); ii) which of the records in the dataset are of unacceptably low quality; iii) what are the most predominant data quality problems within each indicator; iv) what are the main reasons behind low quality; and v) what steps can be taken to improve data quality.

MCA-Morocco will contract an independent data quality reviewer in compliance with MCC Program Procurement Guidelines. The entity responsible for data quality reviews should be hired in Year 3 of the Compact.

3.3 Standard reporting requirements

3.3.1 Reporting to MCC: Quarterly Disbursement Request Package

Performance reports serve as a vehicle by which the MCA Management informs MCC of implementation progress and on-going revisions to Project work plans. Currently, MCC requires that MCA submit a Quarterly Disbursement Request Package (QDRP) each quarter. The QDRP must contain an updated ITT and a narrative report. A complete ITT presents the preceding quarters' indicator and current quarter indicator progress against targets set forth in this M&E Plan. The ITT is the source for MCC's internal and external reporting on indicator progress.

3.3.2 Reporting to MCA and local stakeholders

Even though the QDRP is required to be sent to MCC, MCA-Morocco Agency should also use these reports and the data included in them to assess progress and performance internally. The M&E teams attempt to align MCC and MCA reporting so that data is used to inform decision-making at both levels.

Additional guidance on reporting is contained in MCC's [Guidance on Quarterly MCA Disbursement Request and Reporting Package](#).

4. Evaluation component

4.1 Summary of evaluation strategy

While good program monitoring is necessary for program management, it is not sufficient for assessing ultimate results. Therefore, MCC and MCA-Morocco will use different types of evaluations as complementary tools to better understand the effectiveness of its programs. As defined in the MCC M&E Policy, evaluation is the objective, systematic assessment of a program's design, implementation and results. MCC and MCA-Morocco are committed to making the evaluations as rigorous as warranted in order to understand the causal impacts of the program on the expected outcomes and to assess cost effectiveness. This Evaluation Component contains three types of evaluation activities: (i) independent evaluations (impact and/or performance evaluations); (ii) self-evaluation, and (iii) special studies, each of which is further described below. The results of all evaluations will be made publicly available in accordance with the MCC M&E Policy.

4.1.1 Independent evaluations

According to the MCC M&E Policy, every Project in a Compact must undergo a comprehensive, independent evaluation (impact and/or performance). The next section on Specific Evaluation Plans will describe the purpose of each evaluation, methodology, timeline, and the process for collection and analysis of data for each evaluation. All independent evaluations must be designed and implemented by independent, third-party evaluators, which are hired by MCC. If the MCA-Morocco Agency wishes to engage an evaluator, the engagement will be subject to the prior written approval of MCC. Contract terms must ensure non-biased results and the publication of results.

For each independent evaluation, MCA-Morocco Agency and relevant stakeholders are expected to review and provide feedback to independent evaluators on the evaluation design reports, evaluation materials (including questionnaires), baseline report (if applicable), and any interim/final reports in order to ensure proposed evaluation activities are feasible, and final evaluation products are technically and factually accurate. MCC's evaluation review process will follow the guidelines outlined in the MCC Evaluation Management and Review Process guidance.

4.1.2 Self-evaluation

Upon completion of the Compact, MCA-Morocco Agency will produce a Compact Completion Report (CCR) to document and reflect on the Compact's implementation and attendant lessons learned. The MCA-Morocco Agency staff will draft the CCR in the last year of Compact implementation. It should be noted that each department will be responsible for drafting its own section to the report for its own activities, subject to cross-departmental review.

4.1.3 Special Studies

Either MCC or the Government may request special studies or ad hoc evaluations of Projects, Activities, or the Program as a whole prior to the expiration of the Compact Term.

In this context, it is planned to carry out specific studies such as:

- An assessment of the integration of the gender and social inclusion approach and its impact;
- An assessment of the impact of the ongoing melkisation operation of the 36,000 ha once finalized;
- Launch a study to help modernize the monitoring of public investment projects of some ministries working with the MCA program. This study draws on MCA's lessons in M & E, effective practices and appropriate technologies, to convey these lessons to the various stakeholders involved and to improve monitoring and reporting; and
- Other studies to consider depending on the progress of the activities and the difficulties that will arise during their implementation.

4.1.4 Compact-wide mid-term Evaluation

The MCA-Morocco Agency plans to carry out a mid-term project evaluation. This mid-term evaluation will assist MCA-Morocco Agency and the various program stakeholders to take stock of the first two years of the implementation of this program and assess the progress made in meeting the objectives of the Compact. The results of this evaluation will help MCA-Morocco Agency and the stakeholders to define the directions that will achieve the expected objectives of the Compact.

4.1.4.1 Evaluation questions

The objective of this evaluation is to enable MCA-Morocco Agency and the implementing entities to answer the following questions:

- Identify potential issues related to project design (objectives, strategy, products and activities). Does the design and implementation of the Program achieve the stated objectives?
- Measure progress to date in achieving objectives, outputs and expected impacts. Which activities pose a major risk to the achievement of results during the Compact period?
- Identify strengths and weaknesses in project implementation. Do the program's management and implementation procedures help to achieve the objectives of the Compact over the five-year period?
- Assess the sustainability of project results in view of project design and management;
- Identify lessons learned to date and make recommendations on the design, management and implementation strategies for the remainder of the Program in order to maximize the impact of the Program both during the Compact and post-Compact.
- Evaluate the different dimensions of relevance, effectiveness, efficiency, coherence and sustainability.
- What measures should be adopted to ensure the sustainability of the results obtained?
- What measures should be adopted to reinforce and generalize successful initiatives?

4.1.4.2 Evaluation methodology

This evaluation will be based on qualitative methods, including participatory methods, throughout the evaluation process and will also take into account the quantitative monitoring data of the different activities. In addition to participatory assessment processes with all stakeholders, MCA-Morocco-wide self-evaluation workshops should be organized to assess implementation approaches, methodologies, and strategies to highlight challenges and risks to mitigate.

It is also about:

- collecting qualitative data using individual interviews, focus groups and semi-structured interviews.
- carrying out field visits on a sample of sites and some areas of intervention of the projects to get an idea about the conditions of works.

4.1.4.3 Data sources

This evaluation should build on the information contained in the project documents, including design studies, work plans, monitoring reports, indicator tracking tables (ITTs), budget, status reports and audit reports; interviews with the project teams (MCA-Morocco Agency and the PMUs) and MCC; and interviews and focus groups with beneficiaries.

4.2 Summary of specific evaluation plans

The following table summarizes specific evaluation plans:

	Evaluation Name	Evaluation Type	Evaluator	Primary/ Secondary	Evaluation Name
Education and Training for Employability Project 'employabilité »	Secondary education activity	Impact	Mathematica Policy Research	Random Assignment/ qualitative study	June 2023
	Workforce development activity: TVET program	Performance	RFQ to be drafted by MCC and MCA in late 2017/early 2018	TBD (Pre-post/ matching/tracer studies)	TBD
	Workforce development Activity: employment Program	Performance/Impact	TBD	TBD (Pre-post/ matching/tracer studies)	TBD
Land Productivity Project	Land Governance Activity	Performance	RFQ to be drafted by MCC and MCA in early 2018	TBD	TBD

	Rural Land Activity	TBD	RFQ to be drafted by MCC and MCA in early 2018	TBD	TBD
	Industrial Land Activity	Performance	RFQ to be drafted by MCC and MCA in 2018	TBD	TBD

4.3 MCC impact and performance evaluations

4.3.1 Secondary education activity

The "Secondary Education" activity will be subject to an independent impact evaluation, during which the results of this activity will be rigorously assessed and attributed to the investments made by the Compact in this sector. The schools participating in the activity will be randomly selected from a set of eligible schools. The random assignment of schools to treatment groups (those who will participate in the program) and to control groups (those who will not benefit from Compact support) ensures that the characteristics of the institution, the teacher and students do not determine the status of treatment and that observable characteristics should be, on average, the same in both groups before the intervention. The control group therefore represents what would have happened in the treatment group if the intervention had not taken place. The comparison of results between the treatment group and the control group after the intervention will determine the causal impact of the program.

To ensure the validity of the evaluation methodology, from the moment of random selection to the conclusion of data collection (two to three years after the expiration of the Compact), the Ministry of National Education, Vocational Training, Higher Education and Scientific Research will ensure that:

- No school designated as a "control" school in the impact evaluation will receive funding and / or technical assistance from the Government or donors beyond those necessary for the continuation of operations related to the management, pedagogy and infrastructure of institutions (otherwise "business as usual");
- Schools designated as "control" schools will not be systematically targeted or excluded from Government activities, funding or support; and
- Schools selected as beneficiaries of the Secondary Education Activity will not be systematically targeted or excluded from Government activities, funding or support;

4.3.1.1 Evaluation questions

- What are the impacts of the activity on the students' educational outcomes? What are the impacts of the program on learning core competencies and crosscutting competencies or 'soft skills'?
- What is the effect on enrollment, dropout rates, attendance and time spent studying in and outside the school?
- What are the impacts of the activity on the autonomy and accountability of participating schools? What budgets are being managed by schools? What are the most common uses of the budget?
- What are the impacts of the activity on teaching in the participating schools? Are pedagogical innovations widely adopted? What are the impacts on teachers' attendance and the time they devote to teaching?
- What are the impacts on the physical environment of the school? What are the impacts of technological improvements on education?
- What is the likelihood that the Integrated School Improvement Model will be sustained and/or go to scale?
- Was the phased implementation model effective?
- Did private sector performance contracts improve operations and maintenance in schools?

4.3.1.2 Evaluation methodology description

Research questions focus on understanding (1) the impacts of interventions on students, teachers, and schools, and (2) how these interventions translate into perceived changes at the stakeholder level, on the one hand, and at the level of the Moroccan education system, on the other hand. This will be achieved by using mixed methods including Randomized Controlled Trial (RCT) of the Integrated School Improvement Model (MIAES) and a qualitative study of the three sub-activities to enhance the validity and reliability of the results.

The RCT will provide rigorous estimates of the causal impact of the Integrated School Improvement Model sub-activity on student outcomes such as enrollment and learning; the presence and behavior of the teacher; and the quality of the school infrastructure. The independent evaluator will conduct a longitudinal student survey, a student skills assessment, a longitudinal teacher survey, direct observation of classroom teachers and a survey of school directors. The evaluator will establish a baseline checklist for the school infrastructure as well as during the follow-up period.

The independent evaluator will complete the RCT with a qualitative study describing the changes that have occurred during the Integrated School Improvement Model implementation. The analysis will include in-depth qualitative data to understand changes in teaching practices; how the school's leadership and management have improved learning; how autonomy and accountability has improved in participating schools; and the role played by parents and the community in implementing school improvement plans.

To do this, the independent evaluator will rely on students, parents and teachers focus groups, and in-depth interviews with school directors. These discussions are scheduled three years after the initial launch of the intervention activities and one year before the closure of the compact, i.e. in 2020. With regard to the timing of this impact evaluation, the independent evaluator will be responsible for:

- submitting a first report to MCC and relevant stakeholders once the data collection is done in the three regions targeted by the activity (after the end of the 2018-19 school year). The baseline analysis will confirm whether the random assignment has created treatment groups and equivalent control groups and will also describe the baseline characteristics of the study population.

- submitting the results of the qualitative study to MCC and relevant stakeholders in the fourth quarter of 2021, before the closing of the Compact. These results will enable MCC, MCA-Morocco Agency and the Ministry of Education to have relevant information on the implementation process, early successes and lessons learned.
- delivering the evaluation results to MCC and relevant stakeholders during the third quarter of 2022, after the data collection and end of program analyzes have been completed in all three regions, subject of the ERC.

4.3.1.3 Data sources

Primary Data Collection

Survey Name	Quantitative or qualitative	Define sample	Sample size	Number of rounds	Exposure period (months)	Expected dates of primary data collection
Data collection services for the needs of the Independent Evaluation of the "Secondary education" activity	Quantitative	Students Teachers Directors Schools	2 520 1008 168 168	2	36 months	Baseline: 2018 End line: 2022
	qualitative	Students focus groups Teachers focus groups Directors Parents key informants, national, regional and local representatives of the Ministry of education, including	27 27 27 27 19			Baseline: 2018 End line: 2021

		MCC staff and implementers				
MASSAR system for secondary education schools included in the impact evaluation protocol of the "Secondary education activity"	Quantitative qualitative	Students Teachers Directors Schools	2 520 1008 168 168		36 months	Baseline: 2018 End line: 2022

4.3.2 Workforce development activity

Impact evaluations are not feasible for this activity because of the limited number of students enrolled in vocational training programs, and the lack of a comparison group for all components of the activity. A longitudinal study may be considered to understand how the components of this activity contribute to desired outputs through the quantitative analysis of beneficiaries and student results (e.g. follow-up studies) as well as qualitative analysis of program improvement. These elements will form the backbone of the evaluation strategy for this activity.

All results-based financing efforts in this activity will be subject to rigorous results measurement.

The following are examples of the types of questions that may be assessed in an evaluation of this activity.

4.3.2.1 Evaluation questions

- What is the number of students who have graduated / received a completion certificate from the Compact-funded training programs?
- What is the number of operational TVET centers supported by the Compact, and who have officially enrolled students in classes?
- Will the Fund set up as part of this activity create innovative TVET programs?
- Do competitive grants awarded through the charaka fund for TVET programs increase employment?
- What is the insertion rate of graduates of Compact-supported programs compared to comparable TVET centers (one year after graduation)?
- What is the insertion rate of women graduates of Compact-supported programs compared to comparable TVET centers (one year after graduation)?
- What are the results-based financing mechanisms targeting the insertion of vulnerable groups, such as at-risk groups, unemployed youth or unemployed and economically inactive women in the labor market?
- What is the average salary of graduates of Compact-supported programs compared to comparable TVET centers (one year after graduation)?
- Do competitive grants through the charaka fund encourage the development of market demand-driven TVET projects?
- Do competitive grants through the charaka fund encourage TVET projects that promote the insertion of women in sectors commonly considered male sectors?

4.3.2.2 Data Sources

Administrative data of the vocational and training programs, surveys of beneficiaries, information from enterprises that recruit graduates of the centers financed by the Compact, and employment rates of those graduates.

4.3.3 Land Productivity Project

4.3.3.1 Land Governance Activity

The Land Governance Activity will be evaluated to determine the degree of success of the governance reforms, and to explain the observed results. Below are some examples of questions that may be assessed.

4.3.3.1.1 Evaluation questions

1. Has the national land strategy been fully developed and adopted? In particular, have reforms to address key governance and productivity constraints been identified and adopted?
2. How do reforms identified, adopted, or implemented contribute to improved land governance and greater land productivity in Morocco, particularly in rural and industrial contexts?
3. To what extent did the coordination, transparency, and efficiency of the land sector improve?
4. To what extent adopted or implemented reforms have increased the effectiveness, efficiency, or equity of land markets, particularly in rural and industrial contexts?
5. Has the project resulted in reduced time and cost for property transactions or improved access to transaction registration services? This includes changes in the number of steps and time to conduct “key property transactions” for households and firms (client time transpired), as well as land administration back office time.
6. What is the project's impact on land tenure security and land-related disputes?
7. Are institutions targeted by the project still using the new land systems and procedures introduced by the project (post-project sustainability)?
8. To what degree is the effect of the reforms – in general and related to land market activity in particular - apparent in the sites of Compact intervention, and to what extent is it apparent beyond the zones of intervention?
9. Other questions identified by MCC, MCA-Morocco, or the Evaluator.

4.3.3.2 Rural Land Activity

A rigorous randomized impact evaluation is not feasible for the Rural Land Activity since the Government has already targeted specific sites for interventions. A quasi-experimental approach that compares non-target perimeters and selected perimeters may be feasible. In the event that data is not available to carry out such an approach, a quantitative performance evaluation will be implemented.

Potential evaluation questions include the following.

4.3.3.2.1 Evaluation questions

- How many households have received land titles?
- What is the number of hectares converted to private property?
- What is the rate of increase per hectare of agricultural investments?
- How is the productivity of the land affected by the project?

- What is the activity's impact on household income?
- What is the impact of the project on beneficiaries' access to loans or other sources of financing? Does the project have an impact on the cost or terms and conditions of financing?
- Does the project result in increased access to registration information in the implementation area on the part of property owners and the public.
- What is the project's impact on land tenure security and land-related disputes in the implementation area?
- What is the project's impact on property values?
- Are institutions targeted by the project still using the new land systems and procedures introduced by the project (post-project sustainability)?
- How do the project's benefits (economic and social) and/or costs accrue differently to men and women? To the poor/vulnerable vs. non-poor? What is the reason for these differences?

4.3.3.3 Industrial Land Activity

The following are examples of the types of questions that may be assessed in an evaluation of the Industrial Land Activity.

4.3.3.3.1 Evaluation questions

- What is the total private investment in the development of industrial zones under PPPs?
- What is the number of hectares of previously underdeveloped land that has been put into use in the existing industrial zones targeted by the project?
- What is the number of hectares of industrial land developed under a market-based approach?
- What is the percentage of land in zones supported by the Compact that is put into actual use by enterprises for industrial purposes (Ha utilized / Total Ha)?
- What is the number of job openings in companies located in the zones covered by the Compact, measured as the number of full-time employees in addition to the number of employees at the time of installation / rehabilitation in these areas?
- What is the project's impact on investment and/or increased productive use of land? Do increases in the supply of market-driven industrial land lead to increased firm production and/or productivity? To increased investment and growth in the industrial sector?
- What are the impacts of the project on the development, management, and maintenance of industrial zones? Has private sector involvement in these areas increased and, if so, to what effect?
- What is the project's impact on the delivery of land to market for industrial zone development? On the supply and quality of land in industrial zones? On occupancy and utilization rates of land in industrial zones?
- Are institutions targeted by the project, notably the Center for Expertise, still using the new processes, models, and procedures introduced by the project (post-project sustainability)? What are some of the factors hindering or enabling sustainability?
- To what degree is the effect of the reforms, practices, policies and models for industrial zone development, management, and maintenance local, limited to MCC intervention sites, and to what degree is the effect broader in scope?

5. Implementation and management of M&E

5.1 Responsibilities

The MCA-Morocco M&E Direction will be composed of an M&E Director who will have the key responsibility of leading and managing all M&E activities; and one manager and one officer who will support the M&E Director in

performing the M&E activities. Additionally, the M&E Direction will hire short-term support on an as needed basis to complete the following and other related activities:

- Direct implementation of all activities laid out in the M&E Plan and ensure all requirements of the M&E Plan are met by MCA-Morocco;
- As a champion of results based management, the M&E Direction will take steps to foster a results oriented culture throughout MCA-Morocco Agency and its implementing partners – this includes making sure that M&E information is used by the MCA management and project teams to improve Compact performance;
- Ensure that the M&E Plan is modified and updated as improved information becomes available;
- Oversee development and execution of technology/systems (including data-collection, data-analysis and reporting systems) which aide in the execution of the Direction’s duties and which integrate, as necessary, with the MCC Management Information System (MIS);
- Elaborate and document M&E Policies, Procedures and Processes in a guidance document to be used by all MCA-Morocco Agency staff and project implementers;
- Communicate the M&E Plan and explain the M&E system to all key stakeholders involved in the Compact, particularly project implementers, to ensure a common understanding by all. This could take the form of orientation and capacity building sessions and could focus on issues such as:
 - Explaining indicator definitions, data collection methods and timing/frequency of data collection and reporting,
 - Data quality controls and verification procedures,
 - Impact evaluation questions and methodology, etc.;
- Develop and use a documentation system to ensure that key M&E actions, processes and deliverables are systematically recorded. This may be accomplished either as part of the M&E information system or independently. The documentation may encompass the following elements:
 - Indicators and material evidence for reported values
 - M&E Plan versions
 - Reporting manuals and templates
 - Key M&E deliverables including Terms of References (TORs), contracts/agreements, data collection instruments, reports/analyses, etc.;
- Develop (with the Communication Unit, Environmental and Social Performance (ESP) officers, and Gender and Social Inclusion (GSI) and implement a systematic results dissemination approach that draws on verified ITT data;
- Organize and oversee regular independent data quality reviews on a periodic basis to assess the quality of data reported to MCA-Morocco;
- Participate in project monitoring through periodic site visits, regular review of project reports and analysis of performance monitoring and other data;
- Update the M&E work plan periodically;
- Manage the M&E budget efficiently;
- Contribute to the design of the evaluation strategy;
- Collaborate with the procurement team to prepare and conduct procurement of M&E contracts;
- Ensure that data collection mechanisms are designed to collect data disaggregated by gender and other social and economic dimensions, and that the findings are presented at the appropriately disaggregated level; and
- Ensure data collection, storage, and dissemination activities maximize protection of confidentiality of survey respondents’ personally identifiable information. This may require:

- Facilitating clearance for data collection;
- Using lock and key cabinets for paper files;
- Using secure file transfer systems;
- Encrypting data files;
- Employing password protection on data systems and data encryption;
- Requiring signed acknowledgements of roles and responsibilities;
- Requiring relevant stakeholders to sign non-disclosure agreements; and
- Incorporating data protection standards into the organization's records management procedures, or if necessary, developing records' management procedure that includes such standards.

The M&E Director will be a part of MCA-Morocco's internal Management Unit, composed from MCA leadership, namely, Project Directors, and transverse Directors. Collaboration with the procurement team will be very important to prepare and conduct timely procurement of M&E related contracts as well as ensuring that other implementation contracts contain necessary data reporting provisions.

Seminars, workshops, elaboration and distribution and dissemination of M&E materials shall be conducted in close cooperation with the MCA-Morocco Communications Direction.

In order to prepare for post Compact monitoring by the Government, the MCA-Morocco M&E Unit should identify a post Compact point of contact (POC) for MCC early on in the program and work with that POC to build understanding of the MCC program and monitoring process. This POC should be part of the Government entity that will commit to continuing the monitoring and evaluation of the results of Compact investments after the Compact End Date. The M&E Unit should also identify the team that will be responsible for reviewing evaluation reports that are delivered post Compact (e.g. project leads), to ensure that the relevant project stakeholders review and provide feedback prior to the publication of final reports.

5.2 MCA Management information system for M&E

All MCAs must use the MCC MIS for reporting the QDRP (including the ITT) to MCC. In addition, MCA-Morocco may decide to develop its own MIS for M&E to collect data from implementers. However, any MIS development must be coordinated closely with MCC MIS initiatives.

5.3 Review and revision of the M&E Plan

The M&E Plan is designed to evolve over time, adjusting to changes in Program Activities and improvements in performance monitoring and measurement. In the fourth quarter of every year of the Compact, or as necessary, representatives of the MCA-Morocco M&E staff and of MCC M&E staff will review how well the M&E Plan has met its objectives. The review is intended to ensure that the M&E Plan measures program performance accurately and provides crucial information on the need for changes in project design. More specifically, the review:

- Ensures that the M&E Plan shows whether the logical sequence of intervention outputs and outcomes are occurring;
- Checks whether indicator definitions are precise;
- Checks whether M&E indicators accurately reflect program performance;
- Updates indicator targets, as allowed by the MCC M&E Policy; and
- Adds indicators, as needed, to track hitherto unmeasured results.

The M&E Plan will be revised by MCA-Morocco, in agreement with MCC M&E, when the need for change has been identified in the review. The revision and approval process will follow the guidelines outlined in the MCC M&E Policy.

6. M&E BUDGET

The budget for the implementation of the proposed M&E activities for the five-year term of the Compact is \$10 millions USD. This budget does not include the M&E staff in MCA-Morocco Agency whose salaries are included in the administrative budget of the Compact. The budget should not exceed the total amount over the five years, but the distribution of funding between line items and years may be adjusted according to the results of the M&E Plan's reviews or quarterly if needed.

Budget of the monitoring, evaluation and economic analysis Direction						
						In millions of \$
	Année 1	Année 2	Année 3	Année 4	Année 5	Total
Capacity building	80 000	220 000	150 000	50 000	-	500 000
Technical Assistance in M&E	50 000	50 000	100 000	100 000	100 000	400 000
Data quality review		350 000				350 000
Data collection	300 000	2 780 980	1 863 299	263 651	2 246 970	7 454 900
Data collection for the study of the impact of the secondary education activity	300 000	380 980	263 299	263 651	446 970	1 654 900
Data collection for establishment of baseline situation of activities (excluding secondary education)		400 000	400 000			800 000
Data collection for wide mid-term Evaluation			1 200 000			1 200 000
Data collection for final evaluations					1 800 000	1 800 000
Data Collection for the impact assessment initiative		2 000 000				2 000 000
Data analysis / specific studies		200 000	400 000			600 000
Logistics and communication support (site visits, awareness meeting, stakeholder information workshops, translation, workshop with ME focal points)	50 000	50 000	50 000	50 000	50 000	250 000
Contingencies	45 100	100 000	100 000	100 000	100 000	445 100
Total	525 100	3 750 980	2 663 299	563 651	2 496 970	10 000 000
of which (CIF)	300 000					300 000

While data collection resources for the Compact period are allocated by MCA-Morocco Agency from Compact funds, the evaluation design and analysis is expected to be funded directly by MCC due diligence resources. MCC expects to commit approximately \$6 million USD to fund the external evaluators over the life of the Compact and the post-Compact evaluation period.

This budget will finance the data collection for the impact study of the different activities (baseline survey, mid-term survey and final survey). It will also fund technical assistance and training of MCA-Morocco staff and implementers on M&E (e.g., the design and implementation of results-based M&E plans, results-based project management, development projects evaluation, development projects cost-benefit analysis). It will also finance other activities necessary for the management of M&E activities (e.g., site visits, awareness meetings, stakeholder information workshops, reproduction, workshop with ME focal points).

7. Annexs

7.1 Annex I:

7.2 Annex II

7.3 Annex III: Modifications to the ME Plan

7.4 Annex IV:

CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
TVET PROGRAMS									
Operationalizing TVET Sector Policy Reform									
E-3	Output	Legal, financial, and policy reforms adopted	The number of reforms adopted by the public sector attributable to compact support that increase the education sector's capacity to improve access, quality, and /or relevance of education at any level, from primary to post-secondary	Number		Activity report	MCA/ DFP	Quarterly	Under the TVET law there are policy and government reforms. Count within the fund, and also count the sustainability of the fund
	Process	Action Plan for the improvement of gender equity and social inclusion	Date on which the action plan to promote social inclusion and gender equity is approved	Date		Action Plan Adopted	MCA/DFP	Once	
Charaka Fund									
	Output	New Public Private Partnership (PPP) TVET Centers and Existing TVET centers transformed to more Private Sector-linked models	The number of new and existing TVET Centers, Compact-supported TVET centers which are operational and have officially enrolled students in classes	Number	New/Expansion and Transformation	Professional training card	MCA/DFP	Quarterly	
E-5	Output	Instructors trained	The number of classroom instructors who complete MCC-supported training	Number	Sex (Female/Male), Sector	Training Certificate	MCA/DFP	Quarterly	
	Output	Directors trained	The number of classroom directors who complete MCC-supported training-	Number	Sex (Female/Male), Sector	Training Certificate	MCA/DFP	Quarterly	
	Output	Teachers receiving training in improved pedagogical methods	The number of science, math, language, and ICT teachers who complete Compact-supported training focused on instructional quality as defined by the Secondary Education Activity	Number		Training Certificate	MCA/DFP	Quarterly	
	Output	Value of co-financing committed as part of the Charaka Fund	Total value of partner/co-financing funding contributions leveraged through the Charaka fund. The co-financing amount of any signed agreements that are terminated will be removed from the total figure reported. (Does not include Compact funds)	MAD		Grant Agreements	MCA/ Manager of Charaka	Quarterly	
	Output	Number of students graduating from program	The numbers of students graduating from program	Number	Sex (Female/Male)	MCA/DFP	MCA/DFP	Annually	

	Process	Percentage of Charaka Fund disbursed	Percentage of grant financing to be provided by the Charaka Fund (Compact-funded portion only), as stated in the signed grant agreement. The remaining value of any signed grants that are terminated will be removed from the total figure reported.	Percentage		Fiscal Agent	MCA/ Manager of Charaka	Quarterly	
	Process	Value of Grant Agreements signed	Total value (committed) of grant agreements that have been signed. Any signed grants that are terminated will be removed from the total figure reported.	US Dollars		Fiscal Agent	MCA/ Manager of Charaka	Quarterly	
	Process	Number of Grant Agreements Signed	Number of grant agreements that have been signed. Any signed grants that are terminated will be removed from the total figure reported.	Number		Grant Agreements	MCA/ Manager of Charaka	Quarterly	
	Process	Charaka Fund investment disbursed	The total value of grant financing disbursed by the Charaka Fund (included MCC and GoM contributions)	US Dollars		Fiscal Agent	MCA/ Manager of Charaka	Quarterly	
	Process	The design of the new financial model of the Professional Training	The approval of the design of the new financial model of the Professional Training	Date		Professional Trainging Design Report	Project Manager for TVET (MCA-M)	Once	
EMPLOYMENT PROGRAMS									
Results-based Financing Inclusive Employment									
	Outcome	The number of beneficiaries employed after completion of the results based financing job placement program	The number of beneficiaries employed after completion of the results based financing job placement program	Number	Sex (Female, Male)	Technical Assitance Progress Report	MCA-M/DE	Quarterly	Currently the timeline for employment after program completion is TBD
	Outcome	The number of placed employees retained in a job	The number of placed employees retained after completion of the results based financing job placement program (for a period of time determined in the Technical	Number	Sex (Female, Male)	Technical Assitance Progress Report	MCA-M/DE	Quarterly	Currently the timeline for retention after program completion is TBD
	Output	Number of Participants of the results based financing job placement program	The number of participants of the new results based financing job placement program	Number	Sex (Female, Male)	Technical Assitance Progress Report	MCA-M/DE	Quarterly	
	Output	Design and implementation tools completed for new results-based financing job placement program	Approval date of design document for new results-based financing program	Date		Approved Design Deliverable	MCA/DE	Once	

	Process	Technical assistance for the elaboration of the Results-based Financing for Inclusive Employment sub-activity	The date on which the Technical assistance contract for the Results-based Financing sub-activity is awarded	Date		MCA Procurement	MCA/DE	Once	
	Process	Detailed Action Plan for technical assistance to ANAPEC's TAEHIL program	Approval date of yearly action plan for technical assistance to ANAPEC's TAEHIL program	Date		Deliverable Review Meeting Minutes	MCA/DE	Once	
	Process	Promoting gender equitable workplaces technical assistance action plan	Date of approval of design deliverables for the gender in the workplace technical assistance action plan	Date		Approved Action Plan	MCA/DE & DGIS	Once	
Labor Market Observatory									
	Output	Completed research projects	Number of research project having submitted a final report to the Scientific Committee	Number		Research Partner Reporting	MCA/DE	Quarterly	
	Process	Submitted research proposals	Number of research proposals submitted for consideration by scientific committee	Number		Scientific Committee Report	MCA/DE	Quarterly	
	Process	Approved research project proposals	Number of research projects selected by the Scientific Committee	Number		Scientific Committee Report	MCA/DE	Quarterly	
	Process	Award of Technical assistance for Labor Market Observatory	The date on which the Technical assistance contract for the Labor Market Observatory is awarded	Date		MCA Procurement	MCA-M	Once	
	Process	Detailed Action Plan for technical assistance to the Labor Market Observatory	Approval date of yearly action plan for the operationalization of the Labor Market Observatory	Date		Minutes from Activity-level Steering Committee meeting	MCA/DE	Once	

Indicator Level	Indicator Name	Unit of Measure	Indicator Classification	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target	Source/Notes :	
					July-2017 to June -2018	July-2018 to June-2019	July-2019 to June-2020	July-2020 to June-2021	July-2021 to June-2022			
TVET PROGRAMS												
Operationalizing TVET Sector Policy Reform												
Output	Legal, financial, and policy reforms adopted	Number	Cumulative	0						1	1	
Process	Action Plan for the improvement of gender equity and social inclusion	Date	Date	N/A		30-Sep-18					30-Sep-18	
Charaka Fund												
Output	New Public Private Partnership (PPP) TVET Centers and Existing TVET centers transformed to more Private Sector-linked models	Number	0				TBD	TBD	TBD			
Output	Instructors trained	Number	Cumulative	0			TBD	TBD	TBD	TBD		
Output	Directors trained	Number	Cumulative	0			TBD	TBD	TBD	TBD		
Output	Teachers receiving training in improved pedagogical methods	Number	Cumulative	0			TBD	TBD	TBD	TBD		
Output	Value of co-financing committed as part of the Charaka Fund	MAD	Cumulative	0						No Target	No Target	
Output	Number of students graduating from program	Number	Cumulative	0			TBD	TBD	TBD	TBD		Target will be defined after project sites

Process	Percentage of Charaka Fund disbursed	Percentage	Cumulative	0		TBD	TBD	TBD	100	100	
Process	Value of Grant Agreements signed	US Dollars	Cumulative	0		TBD	TBD	TBD	TBD	TBD	
Process	Number of Grant Agreements Signed	Number	Cumulative	0		TBD	TBD	TBD	TBD	TBD	
Process	Charaka Fund investment disbursed	US Dollars	Cumulative	0		TBD	TBD	TBD	93 350 000,00	93 350 000,00	Target: The budget of the fund is about 103.72 million dollars. (\$73.52 financed from the compact and \$30 million from the Government of Morocco). 10% of the funds (10.37 M) is reserved for administration and management of the fund and the rest - \$ 93.35M - will be devoted to grants. - Manager of Charaka
Process	The design of the new financial model of the Professional Training	Date	Date	Date	N/A	30-Sep-18				30-Sep-18	
EMPLOYMENT PROGRAMS											
Results-based Financing Inclusive Employment											
Outcome	The number of beneficiaries employed after completion of the results based financing job placement program	Number	Cumulative	0			TBD	TBD	TBD	TBD	
Outcome	The number of placed employees retained in a job	Number	Cumulative	0			TBD	TBD	TBD	TBD	
Output	Number of Participants of the results based financing job placement program	Number	Cumulative	0			TBD	TBD	TBD	TBD	
Output	Design and implementation tools completed for new results-based financing job placement program	Date	Date			31-Dec-18				31-Dec-18	

Process	Technical assistance for the elaboration of the Results-based Financing for Inclusive Employment sub-activity	Date	Date		31-Mar-18					31-Mar-18	
Process	Detailed Action Plan for technical assistance to ANAPEC's TAEHIL program	Date	Date			30-Sep-18				30-Sep-18	
Process	Promoting gender equitable workplaces technical assistance action plan	Date	Date		31-Mar-18					31-Mar-18	
Labor Market Observatory											
Output	Completed research projects	Number	Cumulative	0			TBD	TBD	TBD	TBD	
Process	Submitted research proposals	Number	Cumulative	0		TBD	TBD	TBD	TBD	TBD	
Process	Approved research project proposals	Number	Cumulative	0		TBD	TBD	TBD	TBD	TBD	
Process	Award of Technical assistance for Labor Market Observatory	Date	Date		30-Sep-17					30-Sep-17	
Process	Detailed Action Plan for technical assistance to the Labor Market Observatory	Date	Date			30-Sep-18				30-Sep-18	

CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
Secondary Education Activity									
MIAES/ISIM									
E-7	Outcome	Graduates from MCC-supported education activities	The number of students graduating from the highest grade (year) for that educational level in MCC-supported education schooling programs	Number	(A) Sex (Female/Male); (B) Education level; C) (Rural, Urbain)	MASSAR Data System	The Regional Academy for Education and Training / MCA- DES	Annual	
	Outcome	Graduates from Compact-supported Lower Secondary Schools (Colleges)	The number of students graduating from the highest grade (year) for that educational level in Compact-supported education schooling programs	Number	(A) Sex (Female/Male); (B) (Rural, Urbain)	MASSAR Data System	The Regional Academy for Education and Training / MCA- DES	Annual	
	Outcome	Graduates from Compact-supported Upper Secondary Schools (Lycees)	The number of students graduating from the highest grade (year) for that educational level in Compact-supported education schooling programs	Number	(A) Sex (Female/Male); (B) (Rural, Urbain)	MASSAR Data System	The Regional Academy for Education and Training / MCA- DES	Annual	
	Outcome	School Budget allocated to principals	Total amount of a schools budget that has been allocated for the year	Dirham	Tanger Tetouan-Alhouceima, Marrakech-Safi, Fès-Meknès	School Budget	Project Mangament Unit (UGP) MCA-m	Annual	
	Outcome	School budget spent by principals	Total cumulative amount of schools budget that has been spent within a fiscal year	Dirham	Tanger Tetouan-Alhouceima, Marrakech-Safi, Fès-Meknès	School Budget	Director of Schools	Quarterly	
	Output	Students enrolled in schools selected to participate in Compact Activities	The number of students enrolled or participating in Compact- participant schools (lower or upper secondary schools)	Number	(A) Sex (Female/Male); (B) (Rural, Urbain)	MASSAR Data System	The Regional Academy for Education and Training / MCA- DES	Annual	
E-4	Output	Educational facilities constructed or rehabilitated	The number of educational facilities constructed or rehabilitated according to standards stipulated in MCA contracts signed with implementers.	Number		Work Achivement Certificate	MCA/Director of Secondary Education (DES)	Quarterly	In the Morocco Compact we will only be rehabilitating schools
	Output	Number of schools with approved School Improvement Plans	The number of individual School Improvement Plans approved for implementation, as defined in relevant implementing entity agreements	Number		Improvement Plan	MCA/Director of Secondary Education (DES)	Quarterly	
	Output	School administrators trained	The number of school Director who complete Compact-Supported training focused on supporting teachers in implementing improved management	Number	Sex (Female/Male)	Training Certificate	MCA/Director of Secondary Education (DES)	Quarterly	
	Output	Number of instructors participating (at least once)	The number of classroom instructors who attend at least one MCC-supported training focused on instructional quality as defined by the compact training activity.	Number	Sex (Female/Male)	Attendance List	MCA/Director of Secondary Education (DES)	Quarterly	

E-5	Output	Instructors trained	The number of classroom instructors who complete MCC-supported training focused on instructional quality as defined by the compact training activity.	Number	Sex (Female/Male)	Training Certificate	MCA/Director of Secondary Education (DES)	Quarterly	
	Output	Dropout Rate	Percentage of students that leave school during the school year	Percentage	Colleges, Lycees Sex(Female/Male)	MASSAR Data System	The Regional Academy for Education and Training / MCA-DES	Annual	
	Output	Repetition rate	Percentage of students that repeat the same grade	Percentage	Colleges, Lycees, Sex(Female/Male)	MASSAR Data System	The Regional Academy for Education and Training	Annual	
	Output	Number of educational facilities totally equipped	Number of schools that have received all furniture, equipment, or teaching materials financed using compact funds	Number		Certificate of Receipt	The Regional Academy for Education and Training / MCA-DES	Quarterly	
	Output	Number of educational facilities receiving equipment	Number of schools that have received furniture, equipment, or teaching materials financed using compact funds	Number		Certificate of Receipt	The Regional Academy for Education and Training / MCA-DES	Quarterly	
E-1	Process	Value of signed educational facility construction, rehabilitation, and equipping contracts	The value of all signed construction contracts for educational facility construction, rehabilitation, or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, latrines) using compact funds.	US Dollars		Contract	MCA-M Director of Secondary Education (DES)	Quarterly	
E-2	Process	Percentage of signed educational facility construction, rehabilitation, and equipping contracts	The total amount of all signed construction contracts for education facility works or equipping divided by Construction & equipment budget of secondary education activity	Percentage		Fiscal Agent Report	MCA-M Director of Secondary Education (DES)	Quarterly	
E-2.1	Process	Value disbursed of educational facility construction, rehabilitation, and equipping contracts	The amount disbursed of all signed construction contracts for educational facility construction, rehabilitation, or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, latrines) using compact funds.	US Dollars		Fiscal Agent Report	MCA-M Director of Secondary Education (DES)	Quarterly	
Partnership Fund									
	Output	Number of Extracurricular Activities Offered	Number of Schools that have increased the extracurricular activities offered in the	Number		PEI & the partnership	The Regional Academy for	Annual	
	Output	Number of Extracurricular Activities Offered by Partnership Fund	Number of Schools that have increased the extracurricular activities offered by	Number		TBD	MCA/Director of Secondary	Annual	

	Output	Number of student participates financed by the partnership fund	The number of student that are participating in the extracurricular activities financed by the partnership fund	Number	Sex (Female/Male)	Activity report of the three associations	Partnership Fund Manger (MCA-M)	Quarterly	
	Output	Percentage of students in treatment schools that engage in extracurricular activity	Percentage of students in treatment schools that engage in extracurricular activity beyond normal classroom activities. (Students enrolled in extracurricular activity/ Students enrolled in treatment schools)	Percentage	Tanger Tetouan-Alhouceima, Marrakech-Safi, Fès-Meknès	TBD	The Regional Academy for Education and Training	Semi Annual	
	Output	Value of co-financing committed as part of the Partnership Fund	Total value of partner/co-financing funding contributions leveraged through the Partnership fund. Partners include private sector and non-governmental organizations. The co-financing amount of any signed agreements that are terminated will be removed from the total figure reported. (Does not include Compact funds)	MAD		Partnership Agreement	Manger of Partnership Fund (MCA_M)	Quarterly	
	Ouput	Number of partnership agreements signed	Number of partnership agreements signed by MCA-Morocco. Any signed partnership agreements that are terminated will be removed from the total figure reported.	Number		Partnership Agreement	MCA-M Director of Secondary Education (DES)	Quarterly	
New Approach to O&M									
	Process	Signature of the maintenance contract	The date on which the maintenance contract has been signed	Date		Signed Maintenance Contract	MCA-M Director of Secondary Education (DES)	Once	
	Process	Selection of the O&M system	The date on which the selection of the O&M system to be implemented	Date		Minutes from O&M meeting	MCA/DES	Once	
	Output	The number of Schools that benefit from a new O&M System	Number of Schools that benefit from a new O&M System	Number		Administrativor of Schools	MCA/DES	Quarterly	
Assessments/MASSAR									
	Output	National learning assessments	Date on which full national assessments (PNEA) reporting cycle is completed	Date		PNEA Report	(OCDE)	Once	
	Output	International learning assessments	Date on which full PISA reporting cycle is completed	Date		PISA Report	MCA/DES	Once	
	Output	Educational Management Information System (EMIS) Improvements	Date on which improvements to EMIS system are completed as described in the corresponding implementing entity agreement	Date		Contractor Completion	MCA/Director of Secondary Education (DES)	Once	

Indicator Level	Indicator Name	Unit of Measure	Indicator Classification	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target	Source:
					July-2017 to June -2018	July-2018 to June-2019	July-2019 to June-2020	July-2020 to June-2021	July-2021 to June-2022		
Secondary Education Activity											
MIAES/ISIM											
Outcome	Graduates from MCC-supported education activities	Number	Cumulative	0					26,906/Year	26,906/Year	Target: Combination of the two indicators below
Outcome	Graduates from Compact-supported Lower Secondary Schools (Colleges)	Number	Cumulative	0					17,937/year	17,937/year	Target: Compact agreement Annex III
Outcome	Graduates from Compact-supported Upper Secondary Schools (Lycees)	Number	Cumulative	0					8,969/year	8,969/year	Target: Compact agreement Annex III
Outcome	School Budget allocated to principals	Dirham	Level	TBD					No target	No target	
Outcome	School budget spent by principals	Dirham	Level (Cumulative)	TBD					No target	No target	
Output	Students enrolled in schools selected to participate in Compact Activities	Number	Cumulative	0		TBD	TBD	TBD	80,719	80,719	Target: Compact agreement Annex III
Output	Educational facilities constructed or rehabilitated	Number	Cumulative	0		TBD	TBD	TBD	90	90	Target: Compact Agreement Annex III
Output	Number of schools with approved School Improvement Plans	Number	Cumulative	0	6	34	TBD	90	90	90	The target is current set as 90, however the objective can range from 90-100 schools
Output	School administrators trained	Number	Cumulative	0		TBD	TBD	TBD	90	90	The target is current set as 90, however the objective can range from 90-100 schools
Output	Number of instructors participating (at least once)	Number	Cumulative	0		TBD	TBD	TBD	TBD	TBD	This target should align with the Instructors Trained

Output	Instructors trained	Number	Cumulative	0		TBD	TBD	TBD	TBD	TBD	
Output	Dropout Rate	Percentage	Level	TBD	No target	No target	No target	No target	No target	No target	
Output	Repetition rate	Percentage	Level	TBD	No target	No target	No target	No target	No target	No target	
Output	Number of educational facilities totally equipped	Number	Cumulative	0		TBD	TBD	TBD	TBD	90	The target is current set as 90, however the objective can range from 90-100 schools
Output	Number of educational facilities receiving equipment	Number	Cumulative	0		TBD	TBD	TBD	TBD	90	The target is current set as 90, however the objective can range from 90-100 schools
Process	Value of signed educational facility construction, rehabilitation, and equipping contracts	US Dollars	Cumulative	0	TBD	TBD	TBD	TBD	TBD	TBD	
Process	Percentage of signed educational facility construction, rehabilitation, and equipping contracts	Percentage	Cumulative	0	TBD	TBD	TBD	TBD	TBD	TBD	
Process	Value disbursed of educational facility construction, rehabilitation, and equipping contracts	US Dollars	Cumulative	0	TBD	TBD	TBD	TBD	TBD	TBD	
Partnership Fund											
Output	Number of Extracurricular Activities Offered	Number	Cumulative	0	No target	No target	No target	No target	No target	No target	
Output	Number of Extracurricular Activities Offered by Partnership Fund	Number	Cumulative	0	TBD	TBD	TBD	TBD	TBD	TBD	
Output	Number of student participates financed by the partnership fund	Number	Cumulative	0		TBD	TBD	TBD	TBD	TBD	

Output	Percentage of students in treatment schools that engage in extracurricular activity	Percentage	Cumulative	TBD	No target	No target	No target	No target	No target	No target	
Output	Value of co-financing committed as part of the Partnership Fund	MAD	Cumulative	0					No Target	No Target	
Output	Number of partnership agreements signed	Number	Cumulative	0					No Target	No Target	
New Approach to O&M											
Process	Signature of the maintenance contract	Date	Once		18-Jan-18					18-Jan-18	
Process	Selection of the O&M system	Date	Once			18-Dec-18				18-Dec-18	
Output	The number of Schools that benefit from a new O&M System	Number	Cumulative	0			No Target	No Target	No Target	No Target	
Assessments/MASSAR											
Output	National learning assessments	Date	Date				31-Dec-19			31-Dec-19	
Output	International learning assessments	Date	Date				20-Dec-19			20-Dec-19	
Output	Educational Management Information System (EMIS) Improvements	Date	Date						TBD	TBD	

CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
Land Governance Activity									
	Outcome	Number of land titles established through immatriculation	The number of land titles established as a result of immatriculation (first time registration). (These titles have gone through the process of immatriculation and/if all conflicts regarding the area of the land have been resolved). This indicator includes titles that had opposition complaints filed that were resolved and titles that had no opposition complaints filed.	Number		Information System on titling	ANCFCC	Annual	
	Outcome	Number of land titles (National)	The number of land titles registered throughout Morocco (not including apartments/flats)	Number	Sole Ownership Sex (Female/Male), Joint Titles	Information System on titling	ANCFCC	Annual	Joint titles can include marital, family, extended family
	Outcome	Average number of days to register a property using the standard immatriculation process	The average number of days to register a property using the standard immatriculation process	Days		Information System on titling	ANCFCC	Baseline and End of Compact	
L-7	Outcome	Percentage change in time for property transactions	The average percentage change in number of days for an individual or company to conduct a property transaction within the formal system.	Percentage		Information System on titling	ANCFCC	Baseline and End of Compact	
L-7.3	Outcome	Time for property transactions (Secondary transactions)	The average number of days for an individual or company to conduct a secondary property transaction within the formal system.	Days		Information System on titling	ANCFCC	Baseline and End of Compact	This will be determined by the priority strategy identified
	Outcome	Number of steps to register land title (Immatriculation)	The number of steps to register land title using the Immatriculation process	Number		Information System on titling	ANCFCC	Baseline and End of Compact	This will be determined by the priority strategy identified
	Outcome	Number of steps to register land title (Inscription)	The number of steps to register land title using the Inscription process	Number		Information System on titling	ANCFCC	Baseline and End of Compact	This will be determined by the priority strategy identified
	Outcome	Number of complaints transmitted to the courts (National)	Number of oppositions filed to a land title application.	Number		Information System on titling	ANCFCC	Quarterly	In Morocco oppositions to a land title application during first time registration (immatriculation) process is considered a conflict. The application for title cannot progress until this opposition claim has been resolved.

	Outcome	Number of complaints that were resolved by the courts	Number of complaints that were resolved by the courts	Number		Information System on titling	ANCFCC	Quarterly	In Morocco oppositions to a land title application is considered a conflict. The application for title cannot progress until this opposition claim has been resolved.
	Outcome	The ratio of land that is immatriculated compared to total area of Morocco	Total percentage of land area in Morocco that has gone through the immatriculation (first time registration) process.	Percentage		Information System on titling	ANCFCC	Annual	
L-1	Output	Legal and regulatory reforms adopted	The number of specific pieces of legislation or implementing regulations adopted by the compact country and attributable to compact support.	Number		General Secretary of the Government (SGG)	MCA/Dir GF	Annual	The indicator may include reforms at either national or lower levels. Each new or revised law should be counted as one unit. Multiple amendments to the same law should not be counted separately.
	Output	Priority Elements of National Land Strategy adopted	The number of priority elements of the National Land Strategy which become legislation or implementing regulations adopted by the compact country and attributable to compact support.	Number		MCA/Dir GF	MCA/Dir GF	Annual	This indicator is reference to the action plan which is a result of the national land strategy
	Process	Technical assistance contractor hired	The date on which the technical assistance contract is signed to develop the National Land strategy and its action plan	Date		MCA/Dir GF	MCA/Dir GF	Once	
	Process	Regional Dialogues Conducted	The number of regional dialogues conducted	Number		MCA/Dir GF	MCA/Dir GF	Quarterly	This indicator will not be reported on until year 2 and will be completed by year 3
	Output	Stakeholders in attendance at Regional Dialogues	The number of stakeholders that attend regional dialogues	Number	Private Sector/ Civil Society /Government/NGO/ Sex (Female/Male)	MCA/Dir GF	MCA/Dir GF	Quarterly	
	Process	Formal adoption of the National Land Strategy and action plan	Date on which a national land strategy and action plan are formally adopted by the Government	Date		MCA/Dir GF	MCA/Dir GF	Once	
	Process	National Land Conference	The date that the National Land Conference is complete.	Date		MCA/Dir GF	MCA/Dir GF	Once	
	Process	Number of meetings of Inter-ministerial Commission	Number of meetings of inter-ministerial Commission per year	Number		MCA/Dir GF	MCA/Dir GF	Annual	
	Process	Number of meetings of secretariat of Inter-ministerial Commission (Technical)	Number of meetings of secretariat (technical) inter-ministerial Commission per year	Number		MCA/Dir GF	MCA/Dir GF	Annual	

CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
Rural Land Activity									
	Outcome	Percentage change in time for melkisation	The average percentage change in number of days for completion of the melkisation process.	Percentage		Report of Consultant implementing optimized procedure	Rural Land Director Dir (MCA-M)	Other	This indicator will only refer to Rural Land project and the project is only for individuals in the project area In order for this indicator to be properly calculated, a baseline figure for melkisation is required.
L-7.1	Outcome	Percentage change in time for property transactions (First time registration)	The average percentage change in number of days for an individual or company to conduct a first time registration property transaction within the formal system.	Percentage		Consultant Report	Rural Land Director Dir (MCA-M)	Other	In order for this indicator to be properly calculated, a baseline figure for Time for first time registration property transactions is required. Numerator = Time for property transactions (First time registration) (L-7.2) – the baseline for Time for property transactions (First time registration). Denominator = Baseline for Time for property transactions (First time registration).
L-7.2	Outcome	Time for property transactions (First time registration)	The average number of days for an individual or company to conduct a first time registration property transaction within the formal system	Days		Consultant Report	Rural Land Director Dir (MCA-M)	Other	
	Outcome	Number of steps to receive a title in the melkisation process	Number of steps it takes to receive a title during the melkisation process	Number		Report of Consultant implementing optimized procedure	Rural Land Director Dir (MCA-M)	Twice	The consultant will provide this information once for the baseline and once the optimization process has been established
	Outcome	Average annual crop yield per hectare	Average annual crop yield per hectare	Kilogram	Cereals, Vegetables, and Legumes	Farmer Survey	MCA/M&E	Annual	This data only represents the project area

	Outcome	Average agricultural income per HA	Average Moroccan Dirham (MAD) earned per HA of agricultural land in crop yield and livestock yield	MAD per HA	Crop Yield, Livestock yield	MCA survey	MCA/M&E	Annual	This data only represents the project area
	Outcome	Average expenditures on agriculture inputs per Ha	Average expenditures on agriculture inputs per hectare	MAD		Farmers' survey	MCA/M&E	Annual	This data only represents the project area
	Outcome	Number of conflicts on land being melkised	The number of conflicts reported/documentated in the project area	Number		Census of the 46,000 HA, Consultant	Rural Land Director Dir (MCA-M)	Other (Baseline, End of Compact, Post Compact)	Once the land has gone through the melkisation process there should be a long-term reduction in conflict, as each right holder will have clearly defined parcels.
	Outcome	Conflicts successfully mediated during the melkisation process	The number of disputed land and property rights cases that have been resolved by local authorities, contractors, mediators or courts with compact support	Number		Census of the 46,000 HA, Consultant	Rural Land Director Dir (MCA-M)	Other (Baseline, End of Compact, Post Compact)	
	Output	Parcels corrected or incorporated in land system	The number of parcels with relevant parcel information corrected or newly incorporated into an official land information system (whether a system for the property registry, cadaster or an integrated system).	Parcels		ANCFCC Data System	Rural Land Director Dir (MCA-M)	Quarterly	The common indicator definition for this indicator is relevant only to new parcels that will enter the market through the melkisation process.
	Output	Decree that gives the right holder their new parcel	The number of joint decrees giving the parcel to the right holders	Number		Decree	Ministry of Int and Ministry of Ag	Quarterly	
L-6	Output	Land rights formalized	The number of household, commercial and other legal entities (e.g., NGOs, Mosque, hospitals) receiving formal recognition of ownership and/or use rights through certificates, titles, leases, or other recorded documentation by government institutions or traditional authorities at national or local levels.	Number	Female Headed Household, Male Headed Household	MCA-M	MCA-M/Dir Foncier	Quarterly	For this compact we are only counting formal household titles as that is the aim of project.
	Output	The average surface area for a parcel	The average surface area for a parcel in the project area	Ha	Sex (Female/Male)	Census	Rural Land Director Dir (MCA-M)	Other (Baseline, End of Compact)	Whether the title holder for a parcel is male or female
	Output	Number of right holders receiving a title	Number of rights holders receiving a formal title by government institutions in the project area	Number	Sex (Female/Male)	ANCFCC Data System	ANCFCC/MCA-M Dir Foncier	Quarterly	
	Output	Number of titles formalized	Number of formal titles issued by government institutions	Number	Sole Ownership, Joint Ownership	ANCFCC Data System	ANCFCC/MCA-M Dir Foncier	Quarterly	
	Output	Number of titles issued to collectives (mother parcels) thereby enabling melkisation	The number of collective land titles legally cleansed (Making sure that the collective title has no opposition/conflicts in progress)	Number		Ministry of Int/ ANCFCC	MCA/Dir Foncier Rural	Quarterly	
	Output	Government adoption of optimized melkisation procedure	The government has adopted the optimized (more efficient, more inclusive and less conflictual) melkisation process.	Date		Minutes of Steering Committee	Rural Land Director Dir (MCA-M)	Once	
	Process	Number of steering committee meetings held	The number of steering committee meetings held	Number		Minutes of the Steering Committee Meeting	Rural Land Director Dir (MCA-M)	Quarterly	

	Process	Technical Assistance contractor hired	The date on which the selected contractor has signed the contract; that will implement the optimized procedure for the melkisation process	Date		Signed Contact	Rural Land Director Dir (MCA-M)	Once	
	Process	Establish and adopted the decree for the lotissement	The official decree that launches the formal process to physically begin the process of lotissement (dividing the title into smaller parcels)	Date		Decree	Rural Land Director Dir (MCA-M)	Once	
	Process	Completion of the Household and Parcel Census	The date on which the Household and Parcel Census is completed for the 46,000 HA	Date		Census Report	Rural Land Director Dir (MCA-M)	Once	

Indicator Level	Indicator Name	Unit of Measure	Indicator Classification	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact Target	Source:
					July-2017 to June -2018	July-2018 to June-2019	July-2019 to June-2020	July-2020 to June-2021	July-2021 to June-2022		
Rural Land Activity											
Outcome	Percentage change in time for melkisation	Percentage	Level	TBD			TBD	TBD	TBD	TBD	Baseline source: Comes from a survey of the current 36,000 HA. Monitoring Data will come from the consultant
Outcome	Percentage change in time for property transactions (First time registration)	Percentage	Level	TBD			TBD	TBD	TBD	TBD	
Outcome	Time for property transactions (First time registration)	Days	Level	TBD			TBD	TBD	TBD	TBD	
Outcome	Number of steps to receive a title in the melkisation process	Number	Level	TBD			TBD			TBD	
Outcome	Average annual crop yield per hectare	Kilogram	Level	TBD	No Target	No Target	No Target	No Target	No Target	No Target	Baseline: Is the data study done by MCC EA consultant

Process	Technical Assistance contractor hired	Date	Date			TBD				TBD	
Process	Establish and adopted the decree for the lotissement	Date	Date				30-Jun-20			30-Jun-20	
Process	Completion of the Household and Parcel Census	Date	Date			TBD				TBD	

CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
Industrial Land Activity									
	Outcome	Amount of private financing leveraged through PPPs	Total non-MCC, non-Government financing invested in industrial zones through PPPs. This indicator is only for the three demonstration sites	US Dollars		Contracts	MCA-M/ Industrial Land Dir	Quarterly	
	Process	Percentage of Industrial land activity budget disbursed	Percentage of Industrial land activity budget disbursed	Percentage	Technical assistance, Demonstration Sites, FONZID	Fiscal Agent	MCA-M/ Industrial Land Dir	Quarterly	
	Process	Amount of Industrial land activity budget committed towards each activity	Amount of Industrial land activity budget committed towards each activity	US Dollars	Technical assistance, Demonstration Sites, FONZID	Fiscal Agent	MCA-M/ Industrial Land Dir	Quarterly	
	Process	Amount of Industrial land activity budget disbursed	Amount of Industrial land activity budget disbursed	US Dollars	Technical assistance, Demonstration Sites, FONZID	Fiscal Agent	MCA-M/ Industrial Land Dir	Quarterly	
	Output	Temporary employment generated	The number of people temporarily employed or contracted by MCA-contracted	Number	Sex (Female/Male)	Contractor(s)	MCA-M/ Industrial	Quarterly	
Technical Assistance									
	Process	Creation of Center of Expertise for Industrial Land Development (CEILD)	Date on which the CEILD is operational and functional. (Majority of staffing are hired and the CEILD is in its office space)	Date		Direct Communication	MCA-M/ Industrial land Dir	Once	We will have achieved the object once the staff has moved into the office space.
	Process	Agreement on plan for sustainability of Center of Expertise for Industrial Land Development (CEILD)	Date on which the Parties agree on a plan for sustainability of CEILD	Date		Steering Committee Meeting Minutes	MCA-M/CEO	Once	In the PIA, before the 4th year of the compact. June 30th 2020.
	Output	National Demand Study for Industrial Zones	The date on which the national demand study is approved	Date		Steering Committee Meeting Minutes	MCA-M/	Once	
Demonstration Sites									
	Output	Number of new industrial zones developed	The number of new Industrial zones developed	Number		Center of Expertise	MCA-M/ Industrial Land Dir	Annually	Once the offsite infrastructure is complete, the zone will be counted
	Output	Number of industrial zones revitalized	Industrial zones revitalized utilizing a market-driven approach	Number		Center of Expertise	MCA-M/ Industrial Land Dir	Annually	Once the offsite infrastructure is complete, the zone will be counted
	Output	Unutilized land brought in to use in existing zones	Number of hectares of land unutilized at baseline which are recuperated into existing zones	Hectares		Private Development Partner	MCA-M/ Industrial Land Dir	Quarterly	This is only for the revitalized industrial land

L-3	Output	Stakeholders trained	The number of public officials, traditional authorities, project beneficiaries and representatives of the private sector, receiving formal on-the-job land training or technical assistance regarding registration, surveying, conflict resolution, land allocation, land use planning, land legislation, land management or new technologies.	Number	Sex (Female/Male)	Implementation Progress Reports	MCA-M/ Industrial Land Dir	Quarterly	
Fund for Sustainable Industrial Zone (FONZID)									
	Output	External resources leveraged in grant agreements	Total value of partner/co-financing funding contributions leveraged/committed for FONZID. Partners include private sector and non-governmental organizations. The co-financing amount of any signed grants that are terminated will be removed from the total figure reported.	US Dollars		Grant Agreements	MCA-M/ Industrial Land Dir	Quarterly	
	Output	Number of hectares of industrial zones (Pilot Site)	Number of hectares of industrial land in the pilot zones	Hectares	Revitalized, Developed	Center of Expertise	MCA-M/ Industrial	Annually	
	Output	Number Hectares of industrial zones supported by FONZID	Total number of hectares of industrial zones supported by FONZID Funds	Hectares		Ministry of Industry	MCA-M/ Industrial Land Dir	Annually	Determined based on time the land is available for commercial purchase.
	Output	Number of industrial zones supported by FONZID	Number of industrial zone supported by FONZID	Number		Center of Expertise	MCA-M/ Industrial	Annually	
	Output	Number of projects supported by FONZID	Number of projects supported by FONZID	Number		Center of Expertise	MCA-M/ Industrial	Annually	

Output	Stakeholders trained	Number	Cumulative	0	TBD	TBD	TBD	TBD	TBD	TBD	
Fund for Sustainable Industrial Zone (FONZID)											
Output	External resources leveraged in grant agreements	US Dollars	Cumulative	0	No Target	No Target	No Target	No Target	No Target	No Target	
Output	Number of hectares of industrial zones (Pilot Site)	Hectares	Cumulative	0	No Target	No Target	No Target	No Target	No Target	No Target	
Output	Number Hectares of industrial zones supported by FONZID	Hectares	Cumulative	0	No Target	No Target	No Target	No Target	No Target	No Target	
Output	Number of industrial zones supported by FONZID	Number	Cumulative	0	No Target	No Target	No Target	No Target	No Target	No Target	
Output	Number of projects supported by FONZID	Number	Cumulative	0			TBD	TBD	TBD	TBD	

ANNEX III: MODIFICATIONS TO THE MOROCCO MONITORING AND EVALUATION PLAN

Version 1 – December 2017

3.1 Modifications to the M&E Plan

The following are changes which have occurred to the M&E framework since the signature of the Compact in November of 2015:

- The Project descriptions for Education and Employability and Land Productivity have been updated to reflect how the compact has advanced and developed to date
- The Compact and Project level program logics have been updated to reflect changes in the project descriptions and to align with current projects.¹
- Status of Independent Evaluations has been added to reflect current and planned evaluations.

- **Indicator Changes:**

- **Education and Training for Employability Project**

<i>Educational facilities constructed or rehabilitated</i>		
Project:	Education and Training for Employability	
Activity:	Secondary Education	
Sub-Activity:		
30 October 2017	Change Description:	Name Change from “# of schools with completed physical rehabilitations” to “ <i>Educational facilities constructed or rehabilitated:</i> ”

<i>Number of schools with approved School Improvement Plans</i>		
Project:	Education and Training for Employability	
Activity:	Secondary Education	
Sub-Activity:		

¹Previous Compact and Project level Program Logics can be found below.

30 October 2017	Change Description:	Name Change from “# of schools with approved School Improvement Plans ” to “ <i>Number of schools with approved School Improvement Plans</i> ”
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<i>School administrators trained</i>		
Project:	Education and Training for Employability	
Activity:	Secondary Education	
Sub-Activity:		
30 October 2017	Change Description:	Definition Change from “The number of school administrators who complete Compact-Supported training focused on supporting teachers in implementing improved management techniques ” to “ <i>The number of school Directors who complete Compact-Supported training focused on supporting teachers in implementing improved management techniques</i> ”

<i>Number of partnership agreements signed</i>		
Project:	Education and Training for Employability	
Activity:	Secondary Education	
Sub-Activity:		
30 October 2017	Change Description:	Name Change from “Number of Partnerships” to “ <i>Number of partnership agreements signed</i> ”
30 October 2017	Change Description:	Definition Change from “Number of Partnerships signed with the private sector in Compact-participant secondary Education Activity” to “ <i>Number of partnership agreements signed by MCA-Morocco. Any signed partnership agreements that are terminated will be removed from the total figure reported.</i> ”

<i>National learning assessments</i>		
Project:	Education and Training for Employability	
Activity:	Secondary Education	
Sub-Activity:		
	Change Description:	Definition Change from “Date on which full national assessments reporting cycle is completed” to “ <i>Date on which full national assessments (PNEA) reporting cycle is completed</i> ”

<i>Teachers receiving training in improved pedagogical methods</i>		
Project:	Education and Training for Employability	
Activity:	Workforce Development	
Sub-Activity:	TVET	
30 October 2017	Change Description:	Name Change “ <i>Teachers trained in pedagogical innovation</i> ” to “ <i>Teachers receiving training in improved pedagogical methods</i> ”

<i>New Public Private Partnership (PPP) TVET Centers and Existing TVET centers transformed to more Private Sector-linked models</i>		
Project:	Education and Training for Employability	
Activity:	Workforce Development	
Sub-Activity:	TVET	
30 October 2017	Change Description:	Name Change from “Existing TVET Centers transformed to more Private Sector-linked models” to “ <i>New Public Private Partnership (PPP) TVET Centers and Existing TVET centers transformed to more Private Sector-linked models</i> ”
30 October 2017	Change Description:	Definition change from “The number of new, Compact-supported TVET Centers which are operational and have officially enrolled students in classes ” to “ <i>The number of new and existing TVET Centers, Compact- supported TVET centers which are operational and have officially enrolled students in classes</i> ”

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<i>New PPP TVET Centers</i>		
Project:	Education and Training for Employability	
Activity:	Workforce Development	
Sub-Activity:	TVET	
30 October 2017	Change Description:	Retiring Indicator
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	This is indicator was retired as it was integrated to; New Public Private Partnership (PPP) TVET Centers and Existing TVET centers transformed to more Private Sector-linked models

- **Land Productivity Project:**

<i>Land Rights Formalized</i>		
Project:	Land Productivity Project	
Activity:	Rural land	
Sub-Activity:		
30 October 2017	Change Description:	Name Change from “Land Rights formalized (households)” to “ <i>Land Rights Formalized</i> ”

Land Rights formalized (hectares)		
Project:	Land Productivity Project	
Activity:	Rural land	
Sub-Activity:		
30 October 2017	Change Description:	Retire
	Justification:	Indicator that has been added which is superior in measuring same variable
	Justification Description:	This indicator was retired and replaced by “The average surface area for a parcel”. The new indicator allows understanding of the size of each titled parcel.

The average surface area for a parcel		
Project:	Land Productivity Project	
Activity:	Rural land	
Sub-Activity:		
	Change Description:	Add new Indicator
30 October 2017	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	This indicator replaces “Land Rights formalized (hectares)”.

<i>Formal adoption of the National Land Strategy and action plan</i>		
Project:	Land Productivity Project	
Activity:	Governance	
Sub-Activity:		
30 October 2017	Change Description:	Name Change from “Development and adoption of a national land strategy” to “ <i>Formal adoption of the National Land Strategy and action plan</i> ”
30 October 2017	Change Description:	Definition Change from “Date on which a national land strategy is formally adopted by the Government” to “ <i>Date on which a national land strategy and action plan are formally adopted by the Government</i> ”

<i>Amount of financing leveraged through PPPs</i>		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
30 October 2017	Change Description:	Definition change from “ <i>Total non-MCC, non-Government financing invested in industrial zones through PPPs.</i> ” to “ <i>Total non-MCC, non-Government financing invested in industrial zones through PPPs. This indicator is only for the three demonstration sites</i> ”

<i>USD invested in Activity Parks</i>		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
	Change Description:	Retire Indicator
30 October 2017	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	This indicator was replaced by “Percentage of Center of Expertise funds disbursed” and “Amount of Center of Expertise funds disbursed”

Percentage of Center of Expertise funds disbursed		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
	Change Description:	Add new Indicator
30 October 2017	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	This indicator replaces “ <i>USD invested in Activity Parks</i> ”.

Amount of Center of Expertise funds disbursed		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
	Change Description:	Add new Indicator
30 October 2017	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	This indicator replaces ““ <i>USD invested in Activity Parks</i> ””.

<i>Industrial Land developed</i>		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
30 October 2017	Change Description:	Retire Indicator
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	This indicator was replaced by “Number of hectares of industrial zones (Pilot Site)” and “Number Hectares of industrial zones supported by FONZID”

Number of hectares of industrial zones (Pilot Site)		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
30 October 2017	Change Description:	Add new Indicator
	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	This indicator replaces “ <i>Industrial Land developed</i> ”.

Number Hectares of industrial zones supported by FONZID		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
30 October 2017	Change Description:	Add new Indicator
	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	This indicator replaces “ <i>Industrial Land developed</i> ”.

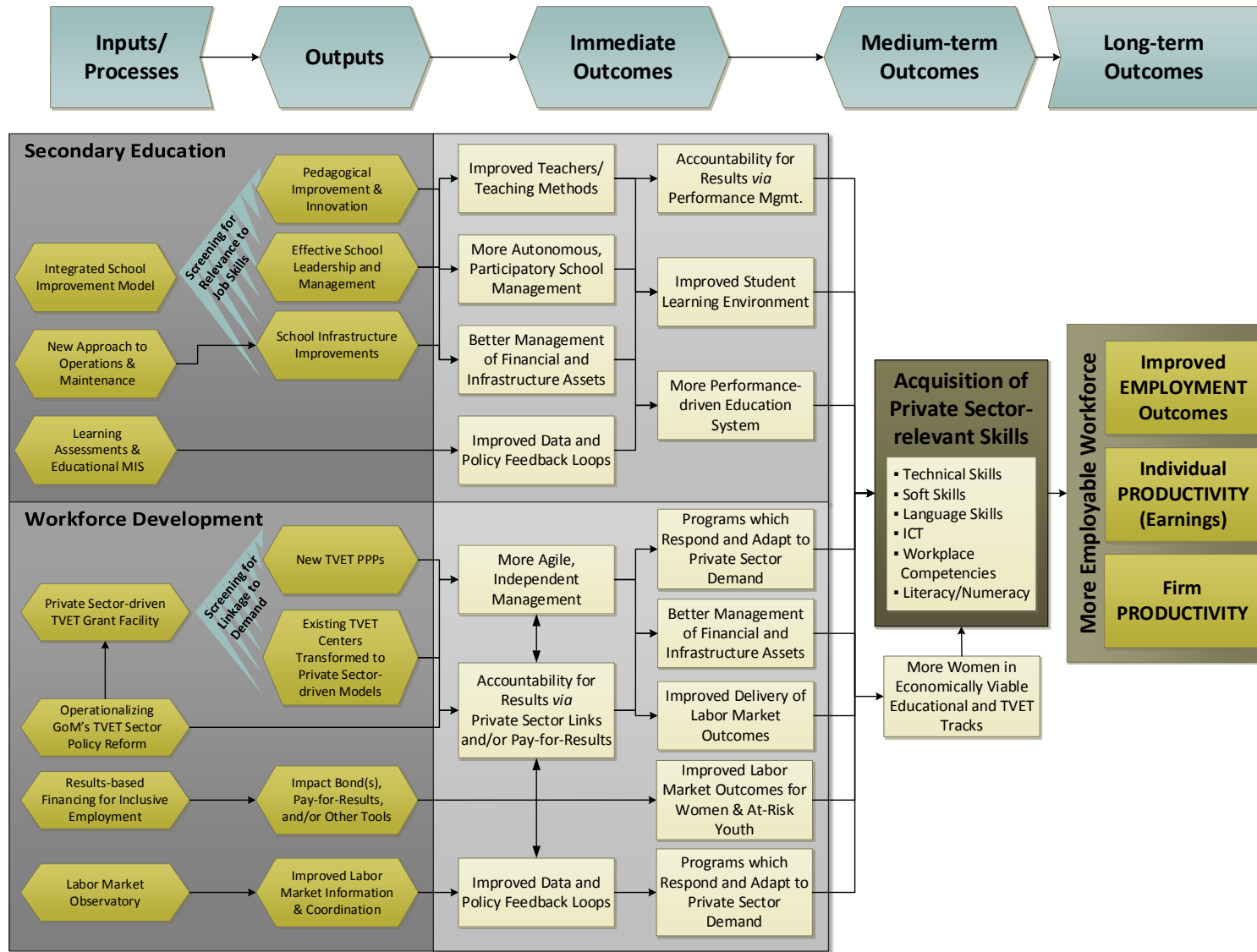
<i>Number of new industrial zones developed</i>		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
30 October 2017	Change Description:	Name change from “ <i>Number of new industrial parks developed.</i> ” to “ <i>Number of new industrial zones developed</i> ”
30 October 2017	Change Description:	Definition change from “ <i>Industrial parks developed utilizing a market-driven approach.</i> ” to “ <i>Industrial zones developed utilizing a market-driven approach</i> ”

<i>Creation of Center of Expertise for Industrial Land Development (CEILD)</i>							
Project:	Land Productivity Project						
Activity:	Industrial Land						
Sub-Activity:							
30 October 2017	Change Description:	Name change from “ <i>Official creation of the CEILD</i> ” to “ <i>Creation of Center of Expertise for Industrial Land Development (CEILD)</i> ”					
30 October 2017	Change Description:	Definition change from “ <i>Date on which the CEILD is created</i> ” to “ <i>Date on which the CEILD is operational and functional. (Majority of staffing are hired and the CEILD is in its office space)</i> ”					
30-Jan-13	Change Description:	Target Modification					
		Year 1	Year 2	Year 3	Year 4	Year 5	End of Compact
	Revised Targets		31 March 2018				31 March 2018
	Previous Targets	EIF					EIF
	Justification:	Work Plan Update					
Justification Description:	The target was modified to reflect the timeline for the CEILD to have a majority of its staff and to be in its office space.						

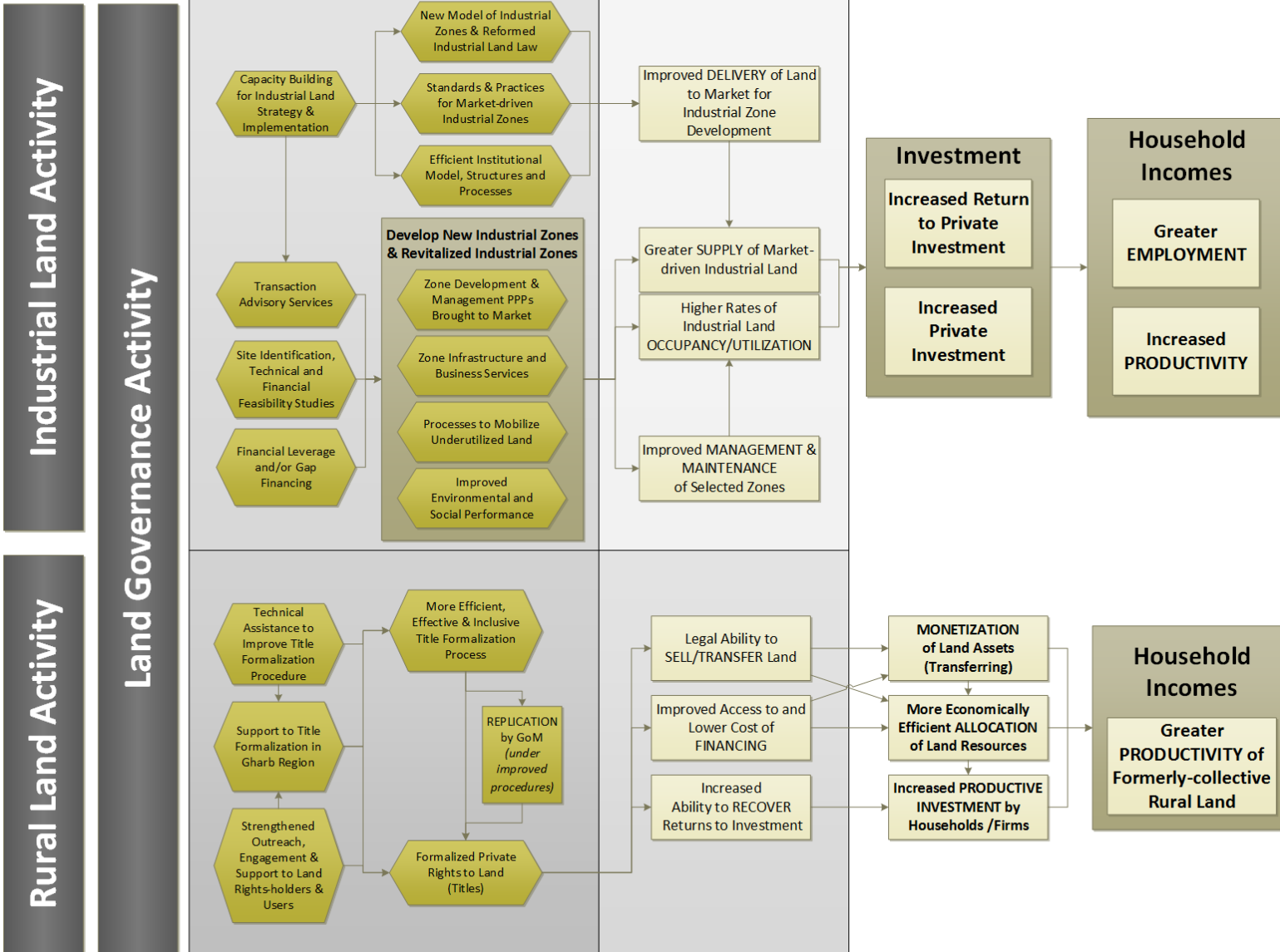
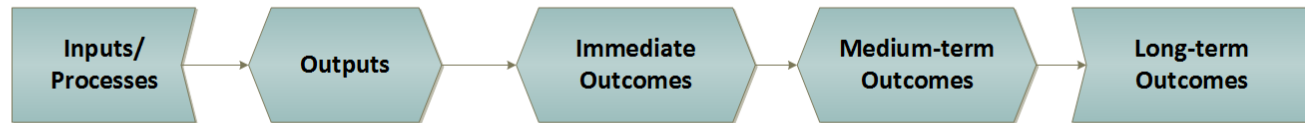
<i>Agreement on plan for sustainability of Center of Expertise for Industrial Land Development (CEILD)</i>		
Project:	Land Productivity Project	
Activity:	Industrial Land	
Sub-Activity:		
30 October 2017	Change Description:	Name change from “ <i>Agreement on plan for sustainability of CEILD</i> ” to “ <i>Agreement on plan for sustainability of Center of Expertise for Industrial Land Development (CEILD)</i> ”

- Previous Program Logics:

Education & Training For Employability



Land Productivity Project



ANNEX IV: POST COMPACT AND EVALUATION INDICATORS

Version 1 – December 2017

While good program monitoring is necessary for program management, it is not sufficient for assessing ultimate results. MCC therefore advocates the use of different types of evaluations as complementary tools to better understand the effectiveness of its programs. The indicators listed in the tables below represents medium and long term outcomes from the Education and Land Projects. These tables will be expanded throughout the life of the Compact¹

¹ The indicators listed below come from Annex III of the Compact Agreement.

Secondary Education

Result Statement	Indicator Level	Indicator Name	Definition	Unit	Baseline	Target	Target Date
	Outcome	Student learning outcomes	Specific evaluation strategies will be employed to track improvements in student learning outcomes on the PNEA (National Assessments) and other relevant learning assessments, including measures of soft skills	Number	TBD	.2 SD increase	Year 10
	Outcome	Percentage of high school graduates who enter tertiary studies	The number of 12th grade students who are placed in a tertiary program divided by the number of 12th grade students who take the 12th grade exit exam	Percentage	N/A	N/A	N/A
	Outcome	Average length of unemployment after graduation	Measure of the time, on average, it takes graduates of secondary school to find full-time employment (among those who do not pursue tertiary education)	Number	TBD	TBD	TBD
	Outcome	Transition rate from 9th to 10th grade (Tanger-Tetouan)	The number of students who enter 10th grade divided by number of students who completed 9th grade	Percentage	TBD	5% Increase	TBD
	Outcome	Percentage of 10th grade	The number of 12th grade	Percentage	TBD	5% Increase	TBD

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		entrants who graduate from 12th grade (Tanger-Tetouan)	students who take and pass the 11th-12th grade exit examinations in math and science, divided by the number of 10th grade entrants in same cohort				
	Outcome	Time spent studying in and out of school	Observation-based and/or self-reported measurements of time on task in the classroom and time spent on schoolwork outside the classroom	Number	TBD	N/A	N/A
	Outcome	Improved maintenance practices	Evaluation of the degree to which Compact-funded secondary schools implement more cost-effective maintenance practices	Number	TBD	TBD	TBD

Work Force Development

Result Statement	Indicator Level	Indicator Name	Definition	Unit	Baseline	Target	Target Date
	Outcome	Employment rate of graduates of Compact supported programs	Average post-graduation employment rate of graduates of Compact supported programs with respect to comparable TVET institutions (one year after graduation)	Percentage	54.4	69.4	TBD

	Outcome	Employment rate of graduates of Compact supported programs (female)	Average post-graduation employment rate of female graduates of Compact supported grantee programs with respect to comparable TVET institutions (one year after graduation)	Number	TBD	TBD	TBD
	Outcome	Results-based financing mechanisms for improved employment outcomes	The number of results based financing mechanisms which target improved labor market outcomes for disadvantaged groups, such as at-risk, unemployed youth or unemployed or economically inactive women	Number	TBD	TBD	TBD
	Outcome	Wage differential of graduates of Compact supported grantee programs	Average wage premium of graduates of Compact supported grantee programs compared to average wage of students graduating from a comparable public institution (one year after graduation)	Number	0	29.7% Increase	Year 5

Rural Land

Result Statement	Indicator Level	Indicator Name	Definition	Unit	Baseline	Target	Target Date
	Outcome	Increase in investment in targeted rural land	Increase in farm related investment per hectare	Percentage	TBD ²	21% increase ³	Year 10

² Baseline value is expected to be established by quarter 2 of Compact year 2

³ No change is expected as of Compact year 5, as changes in investment are expected to occur after the Compact Term. Target for Compact year 10 is drawn from 2015 economic modelling survey.

	Outcome	Increase in agricultural productivity in targeted rural land	Change in returns to land (e.g. crop and livestock production) as a result of Compact investments	Percentage	TBD ⁴	145% increase ⁵	Year 10
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Industrial Land

Result Statement	Indicator Level	Indicator Name	Definition	Unit	Baseline	Target	Target Date
	Outcome	Utilization rates within Compact supported industrial zones	Percentage of hectares in Compact-- supported zones, which visibly demonstrate economic activity (ActiveHa/Total Ha)	Percentage	0	80	Year 12
	Outcome	Jobs in Compact supported industrial zones ⁶	Number of jobs in enterprises in Compact zones, measured as the number of full-time employees in addition to the number of employees at the time of installation/rehabilitation in the zone.	Number		TBD	TBD

⁴ Baseline value is expected to be established in Compact year 2

⁵ No change is expected as of Compact year 5, as changes in investment are expected to occur after the Compact Term. Target for Compact year 10 is drawn from 2015 economic modelling survey

⁶ While increases in jobs will not be fully attributed to Project interventions, tracking growth in employment is meant as a partial proxy of the general health of firms located in Activity-supported zones.