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Monitoring and Evaluation Plan¹

-Compact II-

Version 2



¹ This date above will be adjusted according to the final publication of the M&E Plan.

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PREAMBLE

This 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
- 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.

LIST OF ACRONYMS

ANAPEC	The National Agency for the Promotion of Employment and Competencies
ANCFCC	The National Agency for Property Registry, Cadaster and Cartography
ANLCA	National Agency for the Fight against Illiteracy
NPV	Net Present Value
AREF	Regional Academy for Education and Vocational Training
BA	Beneficiary Analysis
CBA	Cost-Benefit Analysis
CA	Constraints Analysis
CCR	Compact Completion Report
CEILD	Center of Expertise for Industrial Land Development
CNSS	National Social Security Fund
COS	Strategic Orientation Council
CRJEA	Regional Centers For Agricultural Entrepreneurs Young
DQR	Data Quality Review
EC	Ethnic Collectivity
ERR	Economic Rate of Return
ESP	Environmental and Social Performance
FONZID	Sustainable Industrial Zones Grant Facility
GCAM	Credit Agricole Group of Morocco
GFCF	Gross Fixed Capital Formation
GoM	Government of the Kingdom of Morocco
GSI	Gender and Social Inclusion
IE	Implementing Entity
IEA	Implementing Entity Agreement
IFC	International Finance Corporation
INDH	National Initiative for Human Development
ISP	Integrated School Project
ITT	Indicator Tracking Table
LFP	The Labor Force Participation
M&E	Monitoring and Evaluation
MAPMDREF	Ministry of Agriculture, Maritime Fisheries, Rural Development and Water and Forests
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation

MI	Ministry of the Interior
MIAES	Integrated School Improvement Model
MIT	Ministry of Industry and Trade
MOA	Minimum Operating Area
NGO	Non-Governmental Organizations
NLS	National Land Strategy
O&M	Operations and Maintenance
ONCA	National Office of the Agricultural Council
ONDH	National Observatory for Human Development
OPA	Professional Agricultural Organizations
ORMVAG	Regional Office for the Development of Gharb
ORMVAH	Regional Office for the Development of Haouz
PISA	Program for International Student Assessment
PMU	Project Management Unit
PNEA	National Program for Student Assessment
POC	Point of Contact
PPP	Public Private Partnership
QDRP	Quarterly Disbursement Request Package
R&D	Research & Development
RAMED	Medical Assistance Scheme for the Economically Underprivileged
RAP	Resettlement Action Plan
RBF	Result Based Financing
RCT	Randomized Controlled Trial
RH	Right Holder
RQ	Research Question
SGA	Social and Gender Assessment
TOR	Terms of Reference
UAA	Useful Agricultural Area
UNIDO	United Nations Industrial Development Organization

1. COMPACT AND OBJECTIVE OVERVIEW

1.1 Introduction

This Monitoring and Evaluation Plan serves as a guide for program implementation and management, so that Millennium Challenge Account-Morocco (MCA-Morocco) management staff, Steering Committee members, Executive Committee, Consultative Group members, program implementers, beneficiaries, and other stakeholders understand the progress being made toward the achievement of objectives and results, and are aware of variances between targets and actual achievement during 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, frequency in order to define how performance and results will be measured. Outlines the flow of data and information from the project sites through to the various stakeholders both for public consumption and to inform decision-making. 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 implementers, 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 will evaluate whether or not the interventions achieve their intended results and expected impacts over time.
- *Includes roles and responsibilities.* Describes in detail what the M&E staff are responsible for.

1.2 Program Logic

1.2.1 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.

Over the last decade, Morocco has made progress on a number of economic and social fronts. These advances include a significant increase in national wealth and average standard of living coupled with a 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 adoption of ambitious economic development strategies, the implementation of major reforms, and the launch of social programs targeting the most vulnerable populations. However, these efforts remain insufficient to ensure strong and inclusive economic development. Even prior to the COVID-19 pandemic, the labor force participation rate was trending downward along with a decline in the employment rate, with youth aged 15-24 particularly impacted.

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.

In 2014, as part of the process of developing the 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) Human Capital: access to education and quality of the educational system; (ii) Microeconomic Risks: a slow legal system, distortion in the taxation system, difficult land access, and constraining 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 and land sectors as focus areas for the Compact, with a particular emphasis 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.

On November 30th, 2015 the United States of America, through the Millennium Challenge Corporation, and the Kingdom of Morocco signed a second Compact agreement for \$450 million,

with the Compact entering into force on June 30th, 2017. The stated goal of the Compact is to reduce poverty through economic growth in Morocco.

An autonomous public agency (MCA-Morocco) responsible for implementing the Compact was created September 2016. 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 COS chaired by the Head of Government.

For more information about this program, please visit the Morocco page on the MCC website here <https://www.mcc.gov/where-we-work/program/Morocco-employability-and-land-Compact> or the MCA-Morocco website here <https://www.mcamorocco.ma/en>.

1.2.2 Compact Logic

The Compact addresses two binding constraints to economic growth, quality of human capital and land access, with an approach and methodology that incorporates the core issues of governance and public private coordination. The economic impacts of these constraints are as follows: (i) secondary education and workforce development systems that produce a supply of workers that do not possess the skills needed by the private sector and do not satisfy the demands of the labor market; and (ii) land policy design and practice that inhibit access to and productive use of land, including rural and industrial land, thus diminishing investment and impeding efficient management of land and of land markets.

The two Projects aim to shift from static, state-led systems to competitive, dynamic systems that engage the private sector and better respond to market needs, thus improving the environment for private investment by providing qualified human capital and access to suitable land. Further, both Projects take a targeted approach to developing and demonstrating models that can be used to build national capacities.

1.2.3 Project Description and Logic

1.2.3.1 Education and Training for Employability Project

Problem statement

The low quality of human capital is a major constraint to economic growth in Morocco. This weakness is reflected in a low completion rate for secondary studies and a tendency for students to move towards areas of study that do not meet the needs of firms, resulting graduates who do not possess the skills and competencies demanded by the Moroccan labor market.

The secondary education system is characterized by 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.

The TVET system experiences similar problems related to the quality and relevance of training. The employment rate of the graduates of vocational training was only 54%² at the time of Compact development.

Finally, the labor market is characterized by a lack of visibility, making it difficult for firms and other key actors to identify and anticipate employment, skills and training needs, despite the array of information and statistics in this area.

Project objective

The objective of the Education and Training for Employability Project (Employability Project), as set forth in the Compact, is to increase the employability and employment rate of Moroccans by improving the quality and relevance of, and equitable access to, secondary education and workforce development programs in response to private sector needs. The Employability Project is comprised of two activities: the Secondary Education Activity and the Workforce Development Activity.

The Secondary Education Activity is comprised of three sub-activities: (i) the Integrated School Improvement Model sub-Activity (Lycée Attahadi model); (ii) the Student Assessment and Education Management Information Systems sub-Activity; and (iii) the School Infrastructure and Equipment Operations and Maintenance sub-Activity.

The Workforce Development Activity is comprised of four sub-activities: (i) the Private Sector-Driven TVET sub-Activity; (ii) the Operationalizing TVET Sector Policy Reform sub-Activity; (iii) Results-Based Financing for Inclusive Employment sub-Activity; and (iv) the Labor Market Observatory sub-Activity.

For a more detailed description of each of the activities and sub-activities, please see Annex I of the Compact.³

1.2.3.1.1 Workforce Development Activity

The Workforce Development Activity aims to increase the employability of Moroccans by: improving the quality and relevance of, and equitable access to, private sector-driven TVET

² Survey of TVET graduates conducted by the Department of Professional Training. « Etude de suivi de l'insertion des lauréats de la formation professionnelle de la promotion 2009 ».2013

³ The Compact is available on the MCC website at <https://assets.mcc.gov/content/uploads/2017/05/Compact-Morocco-employability-and-land.pdf>.

programs that respond to private sector needs; providing technical assistance to develop and implement demand-driven TVET sector policy; providing effective employment services to help unemployed or economically inactive women and unemployed, at-risk urban and peri-urban youth obtain quality jobs; and supporting the operationalization of a labor market observatory to provide a broad range of stakeholders with dynamic labor market information to improve decision-making for public policy and private investment.

MCA-Morocco has divided the operational management of the Workforce Development Activity into two components. To mirror this structure, the M&E Plan will use the terms “TVET Component” and “Employment Component” when referring to corresponding sub-activities of the Workforce Development Activity.

The TVET Component is comprised of two sub-activities, which are briefly described below:

- **Private Sector-Driven TVET sub-Activity**

A Private Sector-Driven TVET grant facility will be used to support selected private sector-driven training centers. Grants will support: (1) establishing new TVET centers run by public-private partnerships (“PPPs”), or expanding existing TVET centers currently managed through PPPs; and (2) transforming existing public TVET centers from a traditional government-driven model to a private sector-driven model.

- **Operationalizing TVET Sector Policy Reform sub-Activity**

The sub-Activity aims to support public actors involved in vocational training in the development and implementation of TVET sector policy. This support also seeks to bolster the Government of Morocco’s efforts 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 supports efforts to improve the 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.

The Employment Component is comprised of two sub-activities:

- **Labor Market Observatory sub-Activity**

The sub-Activity seeks to strengthen the Labor Market Observatory to ensure coordinated policy and promote joint activities among relevant Government agencies for analyzing the labor market. Compact funding will also support the development and rollout of an information

dissemination platform along with the development and implementation of key labor market studies.

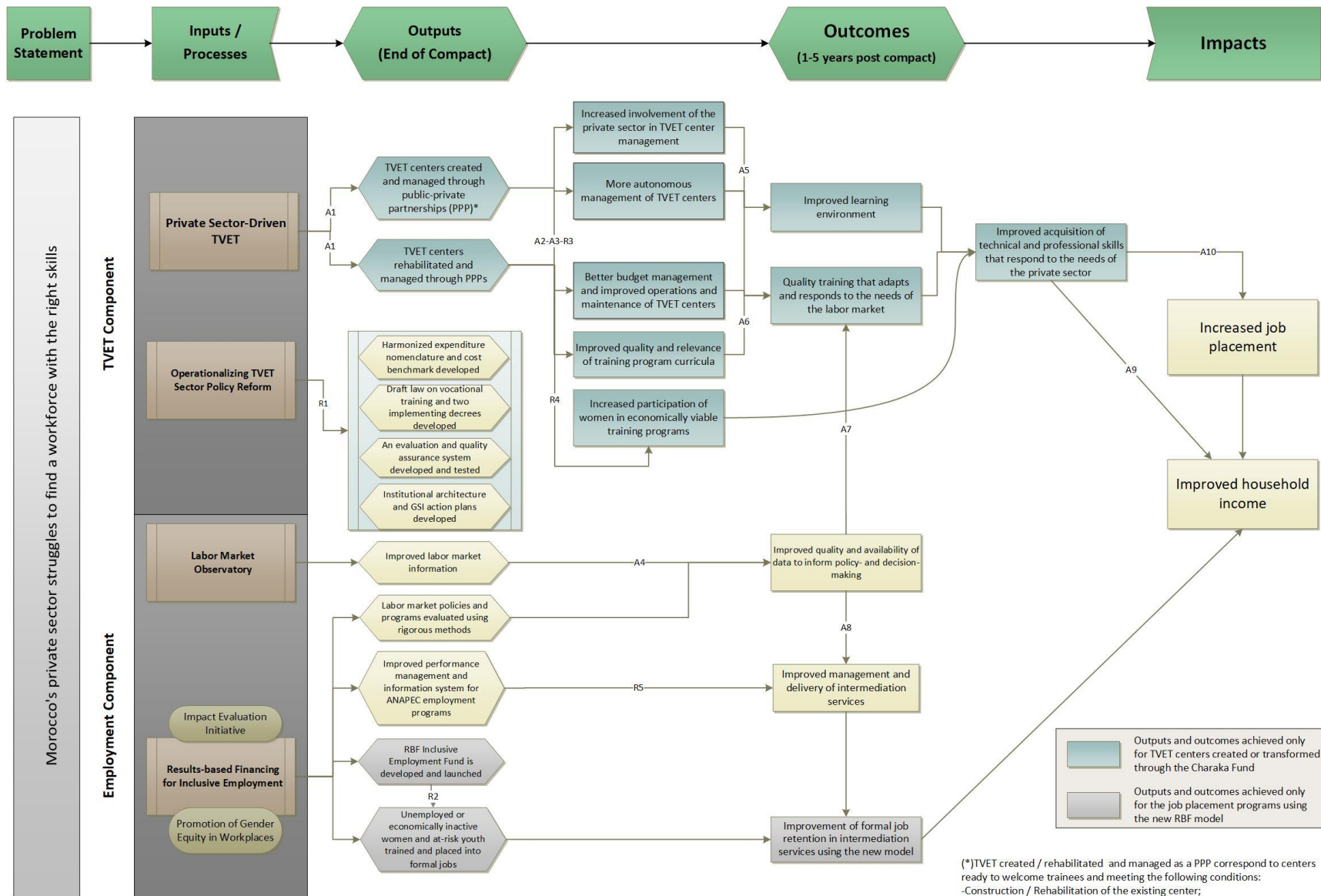
- **Results-based Financing for Inclusive Employment sub-Activity**

The sub-Activity will use results-based financing mechanisms to replicate or expand proven programs that provide integrated job placement services. The services for job placement will target unemployed or economically inactive women and unemployed, at-risk urban and peri-urban youth. Compact funding will also support the development and implementation of rigorous impact evaluations to test promising labor market interventions, not limited to those interventions funded by this sub-Activity.

The diagram below illustrates the causal linkages between the inputs, outputs, outcomes, and impacts of the Workforce Development Activity.

The intervention logic of the Workforce Development Activity stipulates, in particular, that the new generation of TVET centers managed in public-private partnerships would be more suited to the needs of the private sector and would better meet the skills sought in the labor market. In the medium term, this should produce more graduates whose skills match the needs of employers. In the long term, participation in training in centers supported by the Charaka Fund will result in a greater probability of insertion into the labor market and higher lifetime incomes for graduates employed in these centers compared to those trained in traditional TVET centers. Also, better quality job placement services, especially those for vulnerable women and youth using a results-based financing mechanism (RBF) would provide better employment opportunities for vulnerable women and youth.

Figure 1: Workforce Development Activity Logic



(*)TVET created / rehabilitated and managed as a PPP correspond to centers ready to welcome trainees and meeting the following conditions:
 -Construction / Rehabilitation of the existing center;
 -Defined training program;
 -Equipped training center;
 -PPP governance model defined and operational;
 -Technical-pedagogical staff as well as administrative staff trained.

Table 1 provides a detailed description of the risks and assumptions denoted in the logic diagram.

Table 1: Risks and Assumptions - Workforce Development Activity

Result level	Assumptions (A) and Risks (R)
Outputs	<p>A1: Regulatory changes required (Government and/or Ministry decrees, etc.) before the creation and transformation of TVET centers managed in PPP occur in a timely manner, so as not to delay implementation and create completion risks.</p> <p>R1: In the absence of decision-making authority exercised by the “<i>Département de la Formation Professionnelle</i>”, the multiplicity of stakeholders with conflicting interests presents a risk of achieving the targeted outputs.</p> <p>R2: The effects of the COVID-19 pandemic on the Moroccan economy and labor market may negatively impact the job placement rates of women and at-risk youth who are receiving training and insertion services through this sub-activity.</p>
Short-Term Outcomes	<p>A2: The relevant private sector actors have the necessary capacity and expertise to participate effectively in the management of TVET centers, provide the required training in a workplace or similar professional environment for trainees, and anticipate and adapt appropriately to the changing skills needs of the Moroccan labor market.</p> <p>A3: The TVET centers will have sufficient income from public and private partners to finance operations and maintenance, to repair or replace equipment, as necessary, and to offer competitive salaries for the most qualified trainers.</p> <p>R3: For the TVET centers managed by the “Conseil d’Etablissement”, the involvement of the private sector could be more limited compared than originally posited, since this body does not have significant room for maneuver in decision-making and especially in financial management.</p> <p>R4: The implementation of the social and gender integration plan of each TVET center may not be sufficient to increase women’s engagement in economically viable training programs and, despite these efforts, women may not be willing or able to enroll in these programs. This risk may be present, to varying degrees, depending on the sector of each training program.</p>
Medium-Term Outcomes	<p>A4: The labor market information system will continue to be updated regularly beyond the Compact period using data obtained through various surveys initiated according to a pre-established schedule.</p> <p>A5: The presence of the private sector in the management of TVET centers is assumed to be effective through its real commitment to offer trainees practical training in firms or in other real world, professional environments.</p> <p>A6: It is assumed that there are no constraints to hire qualified trainers (i.e. candidates with the requisite experience and qualifications are readily available in the Moroccan labor market, TVET centers are able to offer competitive salaries to attract qualified staff, etc.).</p>

	<p>A7: Labor market data could also be used by the Compact-supported TVET centers to tailor their programs to meet labor market needs, but the activity does not take direct action in this area beyond the results set out in the logical framework.</p> <p>A8: Labor market data could also be used by ANAPEC to improve the management and quality of its intermediation services, but the activity does not take direct action in this area beyond the results presented in the logical frameworks.</p> <p>R5: Improvements in performance management and information systems may not be sufficient to improve the quality and management of intermediation services, as many factors that influence the ability to achieve this outcome are outside the scope of the activity.</p>
Impacts	<p>A9: There is a significant difference in the quality and relevance of the training offered by Compact-supported TVET centers compared to traditional TVET centers in Morocco. In addition, this difference is clearly understood and internalized by firms so that graduates of Compact-supported TVET centers receive higher salaries.</p> <p>A10: There is a significant difference in the quality and relevance of the training offered by Compact-supported TVET centers compared to traditional TVET centers in Morocco. In addition, this difference is clearly understood and internalized by firms when making hiring decisions, so that the insertion rates of graduates from Compact-supported TVET centers are higher.</p>

1.2.3.1.2 Secondary Education Activity

The Secondary Education Activity aims to develop and implement a new sustainable and scalable model of public secondary schools focused on delivering quality education focused on the skills required by the labor market. The Activity will also support key reforms to improve performance management systems, including learning assessments and education management information systems. Designed in perfect alignment with the 2015-2030 Strategic Vision for the Reform Education and Training System, the Secondary Education Activity is structured around three sub-activities, which are briefly described below.

Integrated School Improvement Model sub-Activity (Lycée Attahadi)

The "Lycée Attahadi" model will be deployed in 89⁴ lower and upper secondary schools in three regions of Morocco (Tangier-Tetouan-Al Hoceima, Fez-Meknes and Marrakech-Safi). These regions were selected through balancing strong economic growth and employment potential, high poverty rates, and including varying levels of education performance.

⁴ Ninety schools were randomly selected from a pool of eligible schools to participate in the sub-activity. However, the full Lycée Attahadi model will ultimately be implemented in only 89 schools. The Abdelkrim ELKHATTAB school will not receive the infrastructure component of the model.

The Lycée Attahadi model consists of integrated support in three key areas of intervention: (i) School Management, (ii) Student-Centered Pedagogy, and (iii) Infrastructure. This model is based on the lever of the School Improvement Plan, a tool developed in a participatory manner and aimed at establishing appropriate solutions to the causes of poor performance and inequitable access at individual schools.

Each school will receive integrated support which will focus on strengthening its administrative and financial management autonomy, promoting a student-centered pedagogy, and improving the physical learning environment through adequate infrastructure rehabilitation and the provision of computer and didactic equipment necessary for pedagogical innovation. To reinforce the interventions planned under this sub-Activity, an Education for Employability Partnership Fund has been created to co-finance extracurricular activities that are in line with the outcomes targeted by the Secondary Education Activity.

This sub-Activity also includes funding to strengthen the capacity of the Regional Academies of Education and Training (AREF) in the three targeted regions and the corresponding provincial directorates.

Student Assessment and Education Management Information Systems (MASSAR) sub-Activity

The sub-Activity supports the development, planning, and implementation of rigorous international and national assessments of student learning, using sex- and cohort-disaggregated data, and the availability of that data to inform decisions for improvement. The sub-Activity will also enhance the capabilities and functionality of Morocco's existing education management information system, known as MASSAR, so that it is better integrated and deployed at the various levels (central, regional, provincial and local).

School Infrastructure and Equipment Operations & Maintenance sub-Activity

This sub-activity seeks to develop, through the provision of technical assistance, a new approach to routine and periodic maintenance of school infrastructure and equipment, while clearly defining the roles and responsibilities of the actors concerned. This approach incorporates new forms of partnership with the private sector, as well as better planning in this area.

The diagram below illustrates the causal linkages between the inputs, outputs, outcomes, and impacts of the Secondary Education Activity.

According to the intervention logic of the Secondary Education Activity, the inputs of the activity aim to improve the quality of classroom teaching and school management, leading to

improvements in student learning and better academic performance. In fact, investment in improving the physical learning environment and in-service training of teachers focused on teaching techniques and the use of teaching materials will result in an improvement in the quality of skills (basic skills and soft skills) of students (reading, numeracy, soft skills, language skills, digital skills). When students receive an education that facilitates the development of skills useful for the private sector, they are more likely to graduate and are better prepared for their transition to the labor market.

Figure 2 : Secondary Education Activity Logic

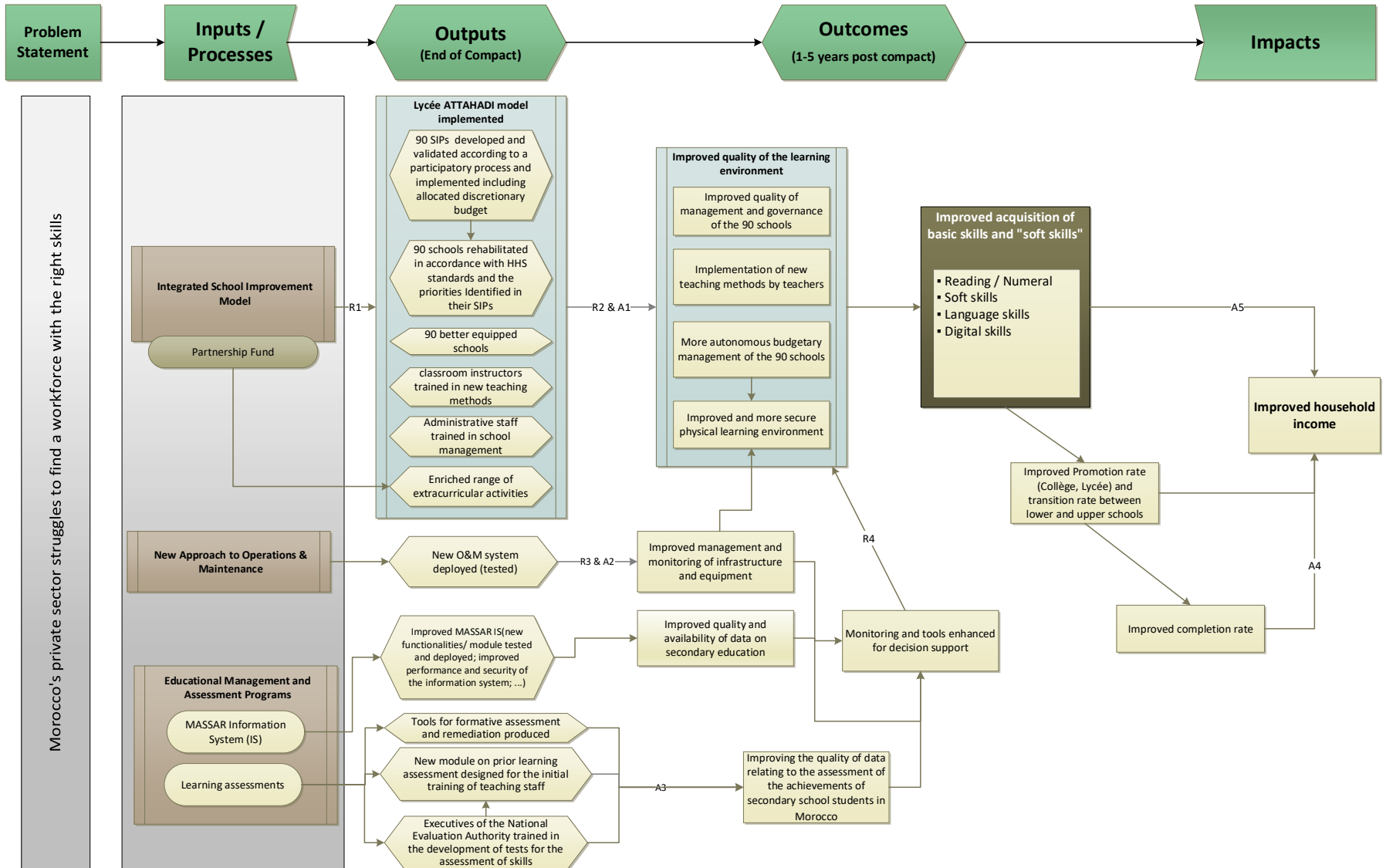


Table 2 provides a detailed description of the risks and assumptions denoted in the logic diagram.

Table 2: Risks and Assumptions – Secondary Education Activity

Result level	Assumptions (A) and Risks (R)
Outputs	R1: Interventions in the targeted lower and upper schools (collèges and lycées) will not be done in a coordinated and sequenced manner, reducing the ability of the Activity to achieve the targeted outcomes and/or the magnitude of those outcomes.
Short-Term Outcomes	<p>R2: The teachers trained by the Activity may subsequently be assigned to schools that are not part of the Activity, resulting in a more limited implementation of new teaching methods by teachers in schools targeted by the Activity. There is also a risk that the training of certain schools does not reach all the teachers targeted by the project.</p> <p>A1: The GoM provide equivalent levels of discretionary funds to schools supported by the Activity after the end of the Compact.</p> <p>A2: The new operations and maintenance system will be fully implemented and maintained following the end of the Compact.</p> <p>R3: Insufficient funds are allocated to finance the new operations and maintenance system.</p>
Medium-term Outcomes	<p>A3: The GoM continues to participate regularly in international tests for the assessment of student achievement and information and data from these tests are properly analyzed and integrated into relevant systems to be used to inform decision-making.</p> <p>R4: There are many other factors (political, economic, etc.) that could be involved in decision-making. As a result, better quality and availability of data combined with better monitoring and decision-making tools may not be sufficient to have a material impact on the quality of the learning environment in the 90 schools targeted by the Activity.</p>
Impacts	<p>A4: Students who graduate from the corresponding cycle of lower or upper secondary school will obtain a higher income as a result of completing additional years of schooling and receiving the corresponding diploma.</p> <p>A5: Students will obtain a higher income due to the improved quality of skills and competencies acquired for a given number of years of schooling.</p>

1.2.3.2 Land Productivity Project

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. This inhibits access to and productive uses of rural and industrial land, thus diminishing investment and the consequent demand for labor. 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 Description and Logic

The Land Productivity Project (Land Project), comprising three Activities, aims to increase land productivity and investment potential by enabling land markets to better respond to investor demand and by strengthening the enabling environment for investment. The Land Project focuses on updating and improving laws, regulations and administrative processes governing land, while providing tools for improved coordination among stakeholders in the sector.

1.2.3.2.1 Land Governance Activity

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 is supporting the GoM to develop and implement of the National Land Strategy (NLS) and other priority actions to address land governance and land market constraints to investment and productivity. The Compact will implement the following components through the Land Governance Activity.

Support for the development of a National Land Strategy (NLS) and implementation of priority reform actions

Steering and monitoring of the development of the National Land Strategy will be ensured by a Permanent Inter-ministerial Commission on Land Policy, created by decree published in the Official Bulletin under number 6471 of June 6, 2016. This commission is chaired by the Head of Government and composed of all relevant stakeholders. The Head of Government also mandated the Director General of the National Agency for Land Conservation, Cadastre and Cartography, as National Coordinator for the preparation of the draft National Land Strategy and its action plan.

As such, MCA-Morocco contributed to the development of this strategy through the financing of preliminary studies requested by the National Coordinator. Specific levers of the NLS that will be prioritized for support by the Compact include assessments and recommendations on reforming the regimes concerning minimum parcel sizes and joint ownership of land as well as the design and plan for a multi-use economic Cadaster, which will ultimately support the increased availability of gender disaggregated data in the land sector.

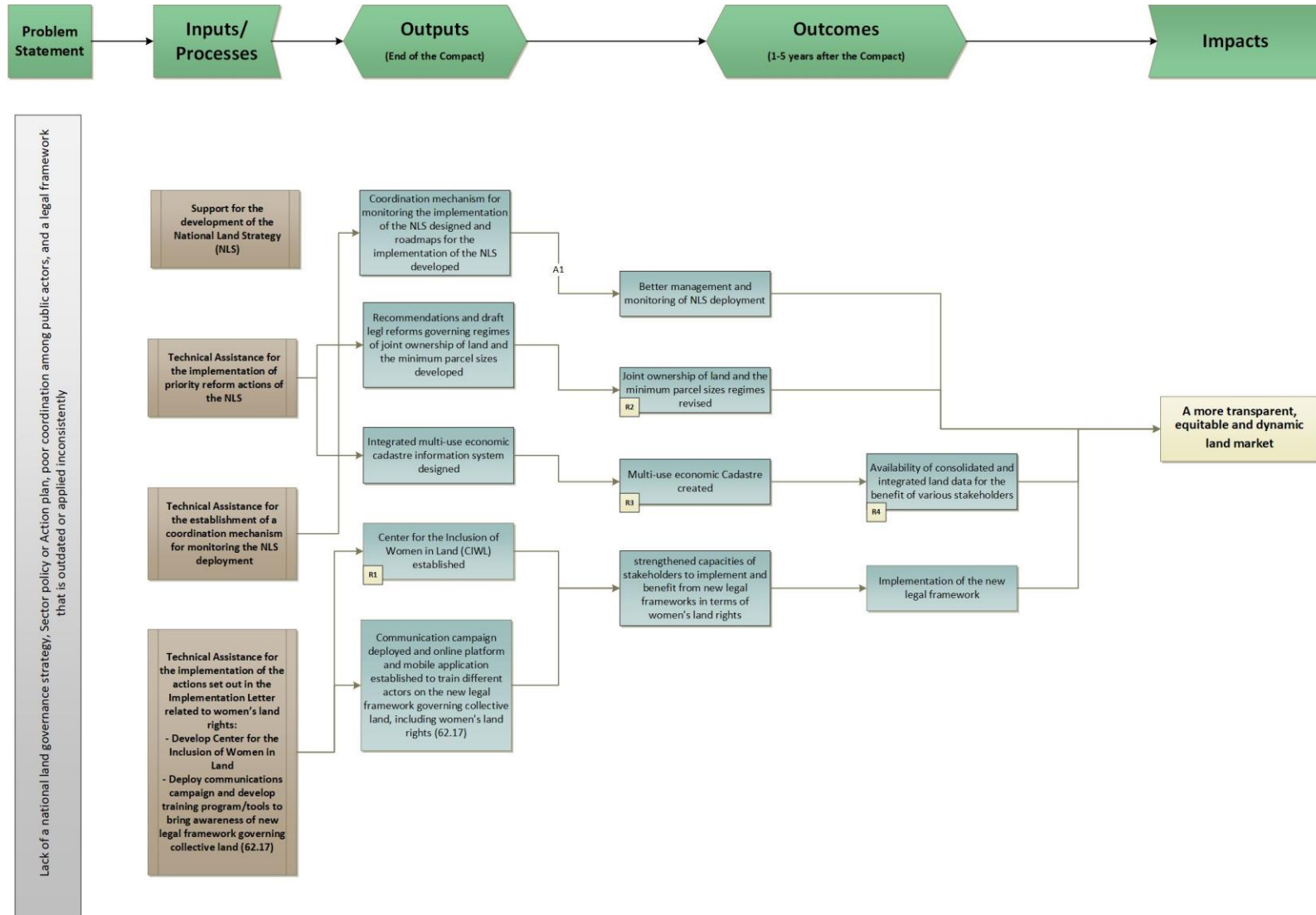
Coordination Mechanism for Monitoring the NLS Deployment

MCA-Morocco in collaboration with the National Coordinator of the NLS, designated by the Government of Morocco, will be supporting design of a mechanism for carrying out the NLS. This mechanism will contribute to the strengthening of strategic coordination between the various institutional actors and land governance bodies and include the development of roadmaps of the levers of the said Strategy. Improved coordination among sector stakeholders in deploying the NLS will lead to a more dynamic land market overall. In addition, improvements in land governance will contribute to the enabling environment for investments and more efficient land allocation, including in the Rural and Industrial Land Sectors, in the long term.

Actions Set Out in the Implementation Letter Related to Women's Land Rights

The Land Governance Activity supports the actions included in the Implementation Letter, signed between the Government of Morocco and MCC on November 7, 2019. The letter emphasized the importance of achieving inclusive economic growth through strengthening of women's land rights and active participation of women in land governance. As such, the activity provides support for the new legal frameworks governing collective land, specifically Law 62.17, which recognizes women as equal members of ethnic collectives and, thereby, their right to benefit from the proceeds of collective land leasing and sales. Through training and sensitization of government officials, land professionals and the public, including women local leaders and collective members, the activity seeks to build their knowledge of the new legal frameworks and increase capacity of these actors to ensure equitable access to land. The activity will provide assistance for the creation of a Center for the Inclusion of Women in Land (CIWL) as well as the design of a database on women's land rights to increase the availability of gender disaggregated data for more inclusive decision making in the sector.

Figure 3 : Land Governance Activity Logic



Risks and Assumptions of the Activity

Table 3 provides a detailed description of the risks and assumptions denoted in the logic diagram.

Table 3: Risks and Assumptions – Land Governance Activity

Risks (R)	<p>R1: Given the timeline remaining for the Compact, the activity may not fully establish the CIWL before the end of the Compact.</p> <p>R2: The timeline for the Compact does not allow for implementation of the recommendations including GOM adoption of legal reforms necessary to revise the regimes linked to the joint ownership of land and minimum parcel size.</p> <p>R3: While the Compact supports the design and plans for the multi-use economic cadastre, the Compact will not create the cadastre, thus the GOM is left to dedicate the necessary resources to build and sustain the cadastre after the Compact.</p> <p>R4: The systems that feed into the multi-use cadastre should include gender disaggregated data, so that the multi-use cadastre provides stakeholders access to gender disaggregated data for better land governance decision making.</p>
Assumptions (A)	<p>A1: All sector stakeholders will be bought in to and engaged in the GOM's deployment of the NLS.</p>

1.2.3.2.2 Rural Land Activity

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 religious endowment land (*Habous*) (0.7%). Collective land is held by ethnic communities and is used by their members under 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 costly land rights registration, common ownership of land among heirs, and a legacy of legal constraints on transferring land for higher or better uses 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 *Melkization* -- 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

⁵ General Census of Agriculture, 1996.

divide the “mother” parcel into individually titled and registered parcels of 5 hectares or greater, which is the minimum operating area currently in force.

The Rural Land Activity focuses on developing a faster, more efficient and more inclusive, “optimized” 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. More secure, formal rights to land will provide the conditions necessary to enable and incentivize farmer investment and modernization of agricultural activities, in turn boosting agricultural productivity. The optimized procedure will be implemented on approximately 51,000 ha in the Gharb region and 15,000 ha in the Haouz region.

More formal, secure rights provided by land titles will stimulate land transactions and increase farmers’ access to financing. 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 expected impact of the achievement of these outcomes is increased income due to greater land productivity for rights holders and their families.

The following activities will be implemented to contribute to the project objectives.

Steering Structures and Stakeholder Coordination

Under the Rural Land Activity, all the Stakeholders will collaborate through steering committees at various levels (provincial, central, etc) to oversee the progress of the Melkization procedure.

Optimized Melkization Procedure

The Rural Land Activity will improve *Melkization* by developing a procedure through which land titles can be issued to rights holders or their heirs, in three years or less. This approach will be tested in two pilot sites. The first covers an area of approximately 51,000 ha in the Gharb region in the provinces of Kenitra, Sidi Kacem and Sidi Slimane, benefiting 57 Ethnic Communities (EC). The second covers approximately 15,000 ha in the Haouz region in the province of Kalaa Sraghna, benefiting 3 CE. The tools and procedures developed as part of this activity is expected to serve as a model for an improved *Melkization* process that can be extended to other collective lands in Morocco.

In accordance with the Implementation Letter signed between the Government of Morocco and MCC dated November 07, 2019, it was agreed to provide technical and social support for the elaboration of inheritance acts which will facilitate registration of the shares of male and female heirs, in cases where the original rights holder is deceased, on land titles during the phase of allocation of land titles. This includes considering the provisions of the new Law N° 64.17 amending and supplementing the Dahir N° 1.69.30 of 10 jomada I 1389 (July 25, 1969) relating to collective lands located in irrigation perimeters, allowing the possibility of “melkizing” the land in the name of the heirs of deceased rights holders.

During the course of implementation of the Activity, emphasis on women's access to and control of land and land rights has evolved and increased, in recognition of the opportunities presented by the Compact through the recently passed land laws which provide possibilities for women to own land through inheritance. This is likely to be the first time many women will be land owners in these communities. The traditional, cultural, and socio-economic practices as well as the unequal power relations between men and women in all aspects of collective life, leave women in a very vulnerable situation that Melkization will deeply change. The support provided to establish inheritance acts will allow each woman to be mentioned in the land title and to have her share of the land title clearly written.

One challenge in the project and in implementing the inheritance reform is the legally mandated minimum operating area of 5 hectares established under Moroccan law as eligible for establishing a land title on irrigated, agricultural land. More often than not, the individual share of a rights holder – and especially of an heir, as inheritance divides the share of the original right holder among all eligible heirs - is smaller than 5 hectares. This is especially true for female heirs, as the Sharia legal formula used to determine inheritance recognizes that a woman receives half of what a male heir does. To address this, Moroccan law requires that smaller parcels be grouped together to form a title of 5 hectares or greater. Co-ownership, particularly in cases where a rights holder has a relatively small share of the overall land title, could present challenges to meaningfully exercise control in the management of the property. This is an issue that for the reasons previously stated could make women particularly vulnerable.

Measures have been put in place to facilitate the ethnic communities' transition from collective to individual land management. To mitigate the risk of women disengaging or being displaced from decision making, broad communication efforts aimed at women and men were implemented throughout the Melkization procedure. Also accompanying measures were put in place to build women's capacity as agricultural entrepreneurs including their functional and financial literacy and to improve their legal literacy as it regards their newly established land rights.

In addition, implementation of the optimized Melkization process will include the development of co-ownership tools for rights holders who will jointly own and make decisions about their parcels. These co-ownership tools will enhance the long-term sustainability of the benefits expected from the issuance of titles.

Accompanying Measures

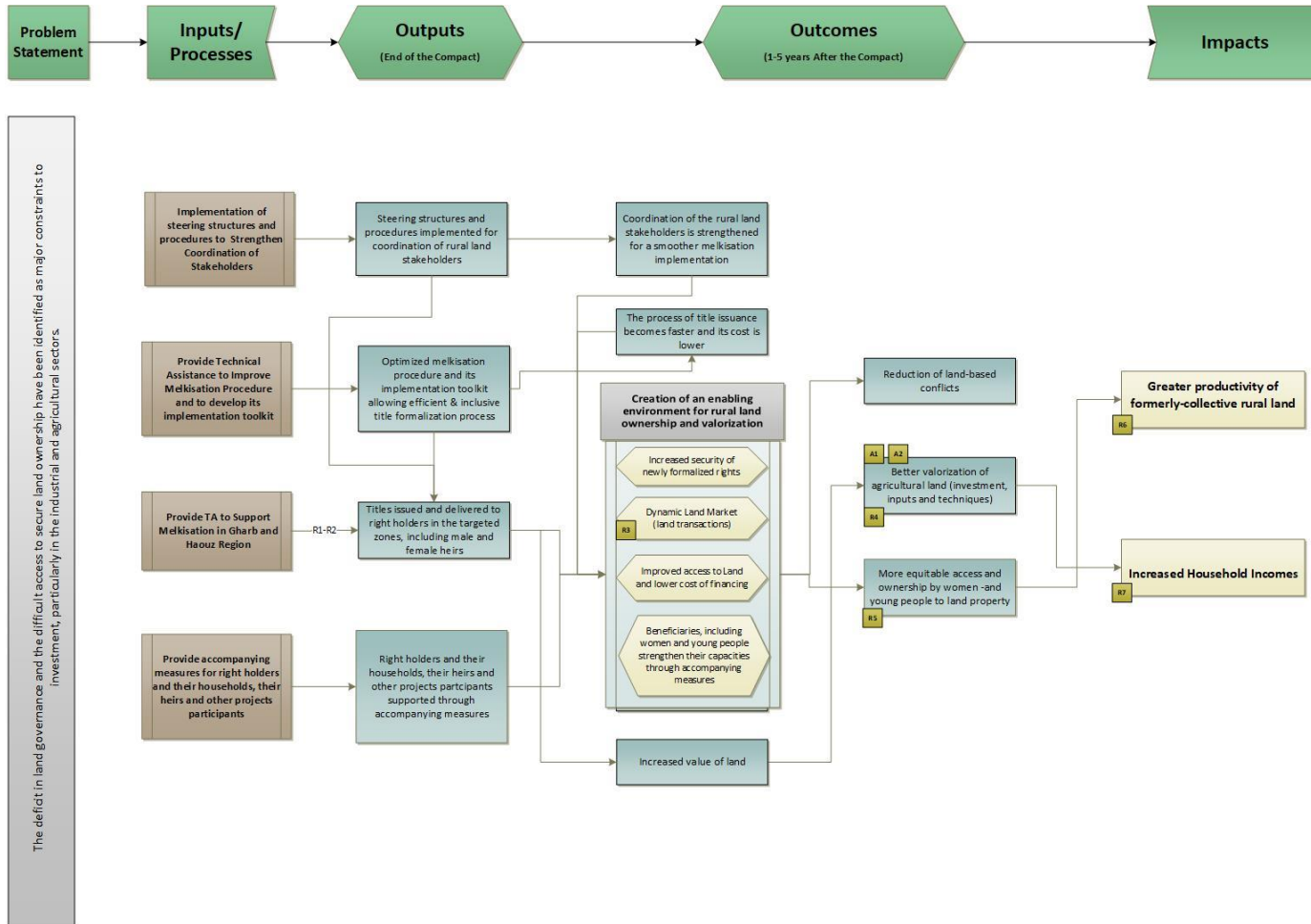
Recognizing that a title on its own, is not sufficient to achieve the project objectives, the Accompanying Measures were designed to maximize the benefits of Melkization by providing supports and capacity building to rights holders and their families, and heirs of deceased rights holders, with emphasis on women and other vulnerable groups. The Accompanying Measures activities are being implemented, in partnership with three organizations:

- (i) The *Groupement du Crédit Agricole du Maroc* (GCAM): Awareness-raising campaigns and training sessions on financial education and presentation of the bank's offers and products.
- (ii) The *Office National du Conseil Agricole* (ONCA): Capacity building of farmers and Professional Agricultural Organizations (OPA) in technical and managerial aspects

- such as selection of crops resilient to climate change, modern production techniques and water-saving technologies, financial management, and marketing, etc; Support for the implementation of agricultural entrepreneurship projects to benefit women and young people from ethnic communities concerned by the Melkization operation; Equipement of several spaces at the *Centre Régional des Jeunes Entrepreneurs Agricoles* (CRJEA) of Had Kourt to encourage the agricultural entrepreneurship of women and young people in rural areas through the creation of an incubation center and the establishment of a strategy for sustainable agriculture at the rural level.
- (iii) The *Agence Nationale de Lutte Contre l'Analphabétisme* (ANALCA): Organization of functional literacy training along with a complementary legal literacy program regarding the transition from collective to individual land rights. This will include development of a mobile application to broaden the reach of the literacy training by allowing beneficiaries to follow the training remotely, as well as a platform for the training of literacy teachers and further capacity building and resources related to functional literacy.

Issuance of titles to rights holders and heirs of deceased rights holders, support to co-ownership management and capacity building provided by the accompanying measures is expected to result in the creation of an enabling environment and tools for more equitable rural land ownership and increased productivity. Formalization of land rights will increase security for those with a title, and help to ensure protection of women's rights to land. This will also increase the number of land transactions as title holders will be able to legally buy, sell or rent their land and be able to use their land as collateral for increased access to better financial terms. This will contribute to increased land investments of more productive, formerly collective lands.

Figure 4 : Rural Land Activity Logic



Risks and Assumptions of the Activity

Table 4 provides a detailed description of the risks and assumptions denoted in the logic diagram

Table 4: Risks and Assumptions - Rural Land Activity

Risks (R)	<p>R1: Moroccan Law does not allow land titles to be granted as part of Melkization to individuals who may have a claim to the parcel but who are not on the official list of Rights Holders (or the heirs of those Rights Holders), this includes the following broad two broad categories of “claimants”:</p> <ul style="list-style-type: none"> - Non-right holder buyers involved in a transaction prior to melkisation. - Presumed members of the EC who are not included on the lists of right holders. <p>R2: There is a risk that the Melkization procedure will not be implemented within three years, although the process is certainly more efficient than in the past.</p> <p>R3: A strong attachment of farmers to the land could keep market dynamics at a low level even after Melkization.</p> <p>R4: Joint ownership and the requirement for parcels to be a minimum of 5 ha could in certain cases slow down the market dynamics and the valuation of land.</p> <p>R5: Recent laws put in place offer increased opportunities to formalize women’s access to land, however, without sufficient shifts in knowledge, attitudes and practices, women may have limited ability to maximize the benefits of their title.</p> <p>R6: Insufficient use of sustainable and modern agricultural techniques combined with climatic hazards will limit the improvement of agricultural productivity.</p> <p>R7: In the case of a more dynamic market, there is a risk of exclusion for small farmers who may lose their source of income after selling the land.</p>
Assumptions (A)	<p>A1: The possibility for right holders to benefit from subsidies granted by the government as part of Morocco’s Green Generation 2020-2030 agriculture strategy as well as credits from the banking sector.</p> <p>A2: The fluidity of land transfers will potentially lead to the emergence of farms of a more viable size.</p>

1.2.3.2.3 *Industrial Land Activity*

The Industrial Land Activity aims to transform the approach by which industrial zones are brought to market through testing of a new, demand-driven model for industrial zone development and management. Currently, the industrial land sector is 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 needs.

Through this Activity, development of industrial land will shift from a public-driven approach to a market demand driven approach with strong involvement of the private sector. Systemic reforms

will be initiated to address both institutional and legal aspects, and to develop an integrated approach to planning, development, revitalization and management of industrial zones. The Compact will develop the Government's capacity for working with private partners to foster private sector participation and financing in the development and management of world-class industrial zones. This will ensure that 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 the following two components:

A) Creation of a Center of Expertise for Industrial Land Development (“CEILD”),

The CEILD will support the institutionalization of a new market-driven model for industrial zone development in Morocco to stimulate investment and increased productivity of zones. Importantly, CEILD is building the capacity of the Ministry of Industry and Trade (MIT) to sustain the market-driven approaches being tested by the Compact.

This is being done through developing a training program, toolkits and thematic guides for MIT staff and other stakeholders relating to development and management of sustainable industrial zones. It involves bolstering expertise at MIT central level and transferring knowledge and skills to the local level as part of Morocco's regionalization effort for oversight of industrial land.

Also through a partnership agreement with the United Nations Industrial Development Organization (UNIDO), CEILD is supporting the Ministry to overhaul its online platform on supply of industrial real estate to make the information more accessible, accurate and useful to potential investors. It is also conducting a field-level diagnostic of 119 existing industrial zones in the country to produce recommendations for further improving industrial zones in the country.

In addition, CEILD supported the Ministry to prepare a new law and its implementing decree to address systematic problems in Morocco's industrial zones. This new legal framework will establish conditions for the planning, development, enhancement and management of industrial zones with a view to strengthening their overall performance and sustainability. The draft law has been prepared and submitted for adoption.

B) Industrial Zone Demonstration Project and Transaction Financing

The Industrial Land Activity will create and pilot two market-driven approaches to industrial zone development and management to foster sustainability and private sector investment: i) public-private partnerships (PPP) and ii) leveraged grant facility (FONZID).

i. PPP Pilot Sites

The Compact is testing the PPP approach to industrial zone development on three sites in the Casablanca region, Morocco's industrial and commercial hub. Two brownfield zones, Had

Soualem and Bouznika, will be upgraded and expanded and a greenfield site, Sahel Lakhyayta, will be newly created.

The private partners will be selected through a competitive bidding process. Winning firms will sign a PPP agreement with the Government of Morocco, represented by the relevant Ministries and public authorities (the Public Party). The private sector investors (Private Partner) will be in charge of developing, marketing and managing the industrial zone based on the transfer of the land to the Private Partner over a period of 15 years. The Private Partner will make the necessary adjustments to set up a mixed offer (sales and rentals) for the benefit of enterprises and offer value-added services. The respective contributions of the public and private parties are detailed below.

a. Contribution of the Public Partner to the PPP

Within the framework of the PPP agreement, for creation of these new industrial parks, the Moroccan Public Party is expected to make available to the private partner the following elements:

- Land zoned for industrial use with free and clear title;
- Critical off-site infrastructure based on technical studies agreed with the competent authorities and responding to the needs of manufacturers;
- An analysis of the demand in order to confirm the attractiveness of the sites;
- Environmental and social studies according to the Moroccan and International Financial Corporation(IFC) standards for achieving environmental acceptability for all projects.

For existing industrial zones, the Public Party also provides:

- Revitalization works that will focus on improving infrastructure within the existing industrial zones of Had Soualem and Bouznika, including roads, sanitation, drinking water, electricity and public lighting;
- The establishment of an incentive mechanism for the commercialization of unvalORIZED lots;
- Capacity strengthening of existing companies in environmental and social management;
- Encouragement of local actors to improve the quality of basic services.

b. Contribution of the Private Partner to the PPP

Taking into account these contributions from the Public Partner, the Private Partner is called upon to take on the following over the 15-year period in the contract:

- Carry out on-site development of new industrial parks, in line with their proposal, after obtaining all the required permits and authorizations;
- Commercialize the industrial parks, either through rental or sale, according to their proposed scheme per site;
- Manage the new industrial park according to highest standards;
- Offer basic and other services based on demand to industrial park tenants;

- Respect social and environmental standards, in particular the standards of the International Finance Corporation (IFC).

For the Demonstration Sites of Had Soualem and Bouznika, the Private Partner will also be invited to make proposals to improve the management of the existing industrial zone by offering basic services in the form of facility management such as waste management, the maintenance of the lighting network within the park, the maintenance and watering of green spaces, the care and maintenance of roads, and private security through guarding and access control. The management of drinking water, sanitation and electricity networks will be conducted by the municipalities concerned. Other services may include solutions for employee transport; firm recruitment assistance; shared general services; a service concierge; inter-company catering; health services; or other business services.

The Private Partner will also have to offer the provision of certain services for the existing industrial zones adjacent to the new parks to be built in Had Soualem and Bouznika (except for the services falling under the prerogatives of the municipality), in synergy with the management of new parks to be developed.

ii. Sustainable Industrial Zones Grant Facility "FONZID"

The FONZID (Sustainable Industrial Zones Grant Facility) is set up jointly with the Ministry of Industry and Trade (MIT) and supports private or public initiatives promoting the new demand-driven model of governance and sustainability of industrial zones. This fund is aligned with the overall objective of the Industrial Land Activity and more specifically (i) aimed at improving the governance of existing or new industrial zones and (ii) adopting new approaches in terms of revitalization and development of industrial zones with a view to improving their sustainability.

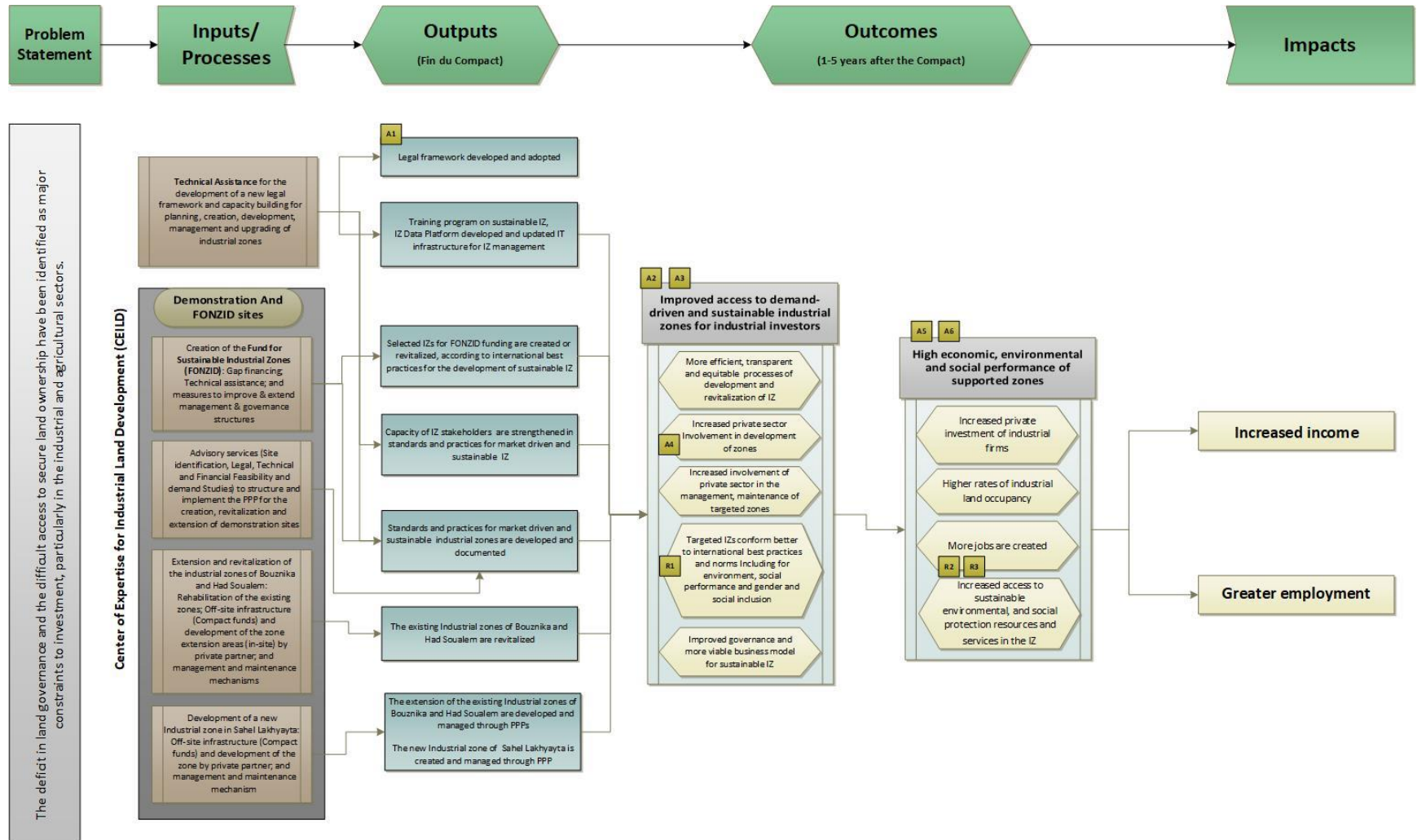
FONZID targets the private sector, local communities, public establishments, professional chambers and non-governmental organizations (NGOs) and focuses on demand-driven initiatives. Selection of projects eligible for FONZID funding was made through a call for projects during which the MCA-Morocco invited various actors concerned by industrial land to propose projects to benefit from FONZID funding during the term of the Compact. In this context, nine financing agreements have been signed covering five regions of the Kingdom. The call for projects leveraged approximately \$ 40 million from partners from the private sector, civil society and local authorities.

A total of nine FONZID projects were selected, five targeting zone creation and four zone rehabilitation. Compact funds will be used to design, environmental and GSI studies, to finance construction of infrastructure and to build capacity of the grantees including with strengthening governance models as well as marketing of the zones. The Ministry of Industry has committed an additional \$15 million that will be used for the completion of FONZID projects, if any, post Compact and the launch of a second call for projects by the MIT as part of the replication of the FONZID model.

The intervention logic of the activity presented below implies a number of assumptions related in particular to the existence of unmet demand for industrial land. It also assumes that there will be

institutional and governance changes that support the implementation of new models for the operation and management of industrial areas and that address the problem of land undervaluation by reducing incentives for speculation.

Figure 5: Industrial Land Activity Logic



Risks and Assumptions of the Activity

Table 5 provides a detailed description of the risks and assumptions denoted in the logic diagram

Table 5: Risks and Assumptions - Industrial Land Activity

<p>Risks (R)</p>	<p>R1: Despite the commitments of the municipalities to performance relevant maintenance duties of existing areas of Had Soualem and Bouznika, there is the risk that these municipalities will not provide it according to international norms and standards.</p> <p>R2: The economic situation may hinder the valuation of the lots available for all the areas targeted by the project.</p> <p>R3: For the existing industrial zones of Had Soualem and Bouznika, several lots will not be valued immediately for legal and financial considerations. Indeed, some lots have land titles encumbered with heavy mortgages and conflicts between residents.</p>
<p>Assumptions (A)</p>	<p>A1: Institutional and governance changes will support the implementation of new models for the exploitation and management of industrial zones and that address the problem of undervaluation of land by reducing incentives for speculation.</p> <p>A2: The existence of unmet demand for industrial land.</p> <p>A3: Satisfying this demand is hampered by the mismatch between the characteristics of the existing zones and the demand from manufacturers (location, size and price of lots, infrastructure, mode of governance, etc.).</p> <p>A4: A better match between supply and demand in industrial zones is conditioned by a stronger involvement of the private sector in the development and management of industrial zones.</p> <p>A5: Replication of the PPP model to ensure the attractiveness and profitability of these projects for the private sector.</p> <p>A6: There is a significant difference in the quality and relevance of industrial zones supported by Compact II compared to conventional industrial zones. In addition, this difference is clearly internalized by companies so that the zones financed by Compact II funds are more attractive and will therefore experience a higher rate of valuation, investment and job creation.</p>

1.3 Projected Economic Benefits

MCC conducts Cost Benefit Analysis (CBA) to determine whether project costs are justified by the estimated economic benefits that can be directly attributed to the proposed project. The Economic Rate of Return (ERR) and Net Present Value (NPV) summarize the results of the CBA, with the former representing the rate of return to society when the NPV is equal to zero. The investment criteria of MCC stipulate that each project proposed for funding should have an ERR of at least 10%. Original ERRs were calculated for the Workforce Development Activity, the

Secondary Education Activity, the Rural Land Activity, and the Industrial Land Activity Demonstration Sites at the time of MCC’s initial investment decision in August 2015, before the Compact was signed. Revised ERRs are often estimated after a Compact enters into force, during Compact implementation, when major changes occur to project design, costs, benefits, or beneficiaries, or when new data become available that alter estimates of key parameters or assumptions. A Closeout ERR is calculated about nine months after Compact closure. The ERR estimates mentioned above are all produced by MCC and considered ex ante. Evaluation-based ERRs are estimated by an independent evaluator alongside the final project evaluation, typically two to seven years after Compact closure.

Since the previous version of the M&E Plan, a significant amount of economic analysis has been completed to produce updated, revised CBA models for all major components of the Compact. This work has informed investment decisions by supporting the selection of grantees for the Charaka Fund and FONZID, and updates reflect any modifications to interventions during implementation, including any reallocations of funding. Nevertheless, adhering to MCC’s peer review and publication process to deem ERRs as official will require additional time, and therefore we are unable to report official ERRs at the time of this M&E Plan. When the CBA models and their accompanying Beneficiary Analysis (BA) are completed, then they will be published on MCC’s website. The key elements and results of each CBA model are provided after the ERR summary table below.

Table 6: Summary of ERRs for the different Activities

Project		Original Economic Rate of Return (ERR)	Date Original Economic Rate of Return (ERR) Established	Current Economic Rate of Return (ERR)	Date Current Economic Rate of Return (ERR) Established
Education and Training for Employability Project					
Secondary Education Activity		12.4% to 15.1%	August 2015	12.5% ⁶	December 2021 ⁷
Workforce Development Activity		13.2%	August 2015	TBD ⁸	TBD
Land Productivity Project					
Land Governance Activity		N/A	N/A	N/A	N/A
Rural Land Activity	Gharb	23%	August 2015	TBD ⁹	TBD
	Haouz	N/A	N/A	TBD ¹⁰	TBD

⁶ The Current ERR is a revised estimate that reflects Secondary Education Activity design and costs as of January 2021. This ERR estimate is *preliminary* and should not be considered official; the associated CBA model has been externally peer reviewed and validated but has not yet been officially published on MCC’s website.

⁷ This date reflects the point at which all inputs from external peer review had been incorporated into the revised CBA model; the modification that triggered the revised CBA model was finalized in January 2021.

⁸ A Revised ERR is in progress for the Workforce Development Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.

⁹ A Revised ERR is in progress for the Rural Land Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.

¹⁰ A Revised ERR is in progress for the Rural Land Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.

	Total			TBD ¹¹	TBD
Industrial Land Activity	PPP Pilot Sites	13.4% to 16.7%	August 2015	TBD ¹²	TBD
	FONZID	N/A	N/A	TBD ¹³	TBD
	Total	13.4% to 16.7%	August 2015	TBD ¹⁴	TBD

1.3.1 Education and Training for Employability Project Economic Analysis

1.3.1.1 Workforce Development Activity

The Original ERR for the Workforce Development Activity was 13.2%. This CBA model incorporated all Activity-level costs, but the expected benefits came entirely from the Charaka Fund, as it was the largest and most defined of the sub-activities at the time. Even so, as this is a grant facility, the Original CBA model was based on a hypothetical situation of potential economic sectors that would apply and be selected for funding, as well as a range of their potential total costs, annual cohort sizes, wage differentials, employment rates, etc.

To support the Activity’s cost-effective design, MCC and MCA worked closely to develop a CBA template and clear process to conduct CBA for each TVET center proposal, with an ERR at or above 10% as a requirement for selection, and a minimum ERR of 12% for the portfolio to account for grants management and other related costs. The latest, Revised ERR is based on aggregating the 15 selected TVET centers’ ERRs to determine a sub-Activity level ERR.¹⁵ The Revised Activity-level ERR continues to include all Activity costs, but only benefits from the Charaka Fund. The Closeout ERR will aim to examine the other sub-Activities closely to include their expected benefits, based on their updated designs and final implementation information.

The economic logic underpinning the CBA model is consistent with the project logic provided above. In order to estimate the benefits, the CBA model uses a counterfactual to consider what would have happened with and without the investments. Overall, the “without” scenario assumes that trainees would have continued their studies at existing, traditional TVET centers that have poorer quality training with fewer linkages to relevant sector employers. Participants that complete their studies at Charaka Fund-supported TVET centers, rather than in traditional centers, are

¹¹ A Revised ERR is in progress for the Rural Land Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.
¹² A Revised ERR is in progress for the Industrial Land Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.
¹³ A Revised ERR is in progress for the Industrial Land Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.
¹⁴ A Revised ERR is in progress for the Industrial Land Activity but has not yet been peer reviewed to validate and verify the model’s structure and estimates. When this is finalized, it will be published on MCC’s website.
¹⁵ Final analysis indicates that the 15 centers have ERRs ranging from 11.4% - 24.7%. The sub-Activity level ERR is not reported here, as it still requires peer review and approval for publication before it is considered official.

expected to obtain two main benefits that correspond directly to the long-term objectives of the Project: a greater probability of insertion into the labor market and higher lifetime incomes.

The model includes costs incurred by all parties (i.e., MCC, Government of Morocco, and private sector) supporting the TVET centers to reach the intended outcomes. Costs include those related to construction or rehabilitation, equipment, operation, maintenance, and technical assistance. The estimate of these costs was based on the original grant agreements signed between MCA and the grantees, and updated during implementation as actual costs have been obtained.

The time horizon for the CBA model is consistent with MCC's practice to consider a 20-year investment, with respect to the infrastructure and main components implemented. This assumes annual operations and maintenance costs, and a large investment in year 10 for key equipment updates or replacements. Another critical assumption is that Charaka Fund TVET centers will continue to evolve and adapt their programs and curricula to meet the demands of the labor market by having employers and the private sector integrated into the centers' operations. Lastly, because beneficiaries will realize benefits during their working life, all cohorts that enter a Charaka Fund-supported TVET center during the 20-year time horizon will be followed for another 20 years in order to more fully incorporate their lifetime earning benefits.

Critical Variables for CBA & Sensitivity Analysis

The most influential variables to the ERR are:

- Infrastructure costs to create and rehabilitate TVET centers;
- Number of graduates per cohort;
- Labor market insertion rate of Charaka graduates, as compared to the counterfactual; and
- Salary increase, as compared to the counterfactual.

For each of the TVET centers, four critical variables were examined to test the robustness of the CBA results, *ceteris paribus*: size of graduate cohorts, percentage increase in graduates' potential salary, percentage change in labor market insertion rate of graduates, and the interaction between the latter two variables, in comparison to the defined counterfactual. This analysis demonstrates the magnitude of change required for each of these variables to result in an ERR below 10%. This informs the strength of the ERR per center and indicates which variables are most influential on the ERR.

1.3.1.2 Secondary Education Activity

The initial ERR estimated for the Secondary Education Activity, when the Compact was signed, ranges from 12.4% to 15.1%. Based on the Project's logic and the intended beneficiaries, the revised

CBA model estimates an ERR of 12.5%.¹⁶ The revised CBA model considers the impacts of investments in the Lycée Attahadi model, which implements a suite of interventions including:

- Pedagogical Improvement and Innovation through teacher training, combined with Effective School Leadership and Management including school-based management and administrator training; and
- School Infrastructure Improvement, including school rehabilitation and improved equipment.

Together, these investments are expected to improve students' academic achievement and learning outcomes, including the skills required by employers, leading to better employment outcomes and increased household incomes in Morocco. The following text outlines the economic analysis behind each component.

(i) **Pedagogical Improvement and Innovation with Effective School Leadership and Management**

Teacher training improves learning/quality of schooling so that students in with-Project schools receive an income premium relative to non-Project students with the same level of education.

Improving initial teacher skills through training focused on teaching techniques (pedagogy) and the use of teaching materials is assumed to result in an improvement in the quality of basic skills and "soft skills" (reading, numeracy, soft skills, language skills, and digital skills) for students in with-Project schools. The metric for assessing improvements in learning in the CBA model is student test scores.

Several U.S. studies have traced the impact of improved test scores on students' future earnings by tracking cohorts after leaving secondary school and entering the labor market. Hanushek (2010) reviews existing literature that shows an increase of one standard deviation in test scores at the end of secondary school results in 10-15% higher annual earnings. Using a literature review updated in 2020 to include additional studies by Hanushek (2015) and Chetty et al. (2014), among others, improved pedagogy and school management are assumed to increase student test scores by 0.2 standard deviations, and a one standard deviation increase in test scores is associated with a 13% increase in annual income. Combined, the revised CBA model assumes a 2.6% increase in annual income for with-Project beneficiaries, relative to without-Project beneficiaries with the same level of education. This logic is the same as the logic applied to this benefit stream in the CBA produced at the time of Compact signing, where the CBA cited in the Compact used a range of 0.2 to 0.4 standard deviation increase in test scores. The revised CBA model uses the lower end of the original range, as the higher end reflects learning benefits from a program in Burkina Faso that looked at increases in basic skills among primary school students and is not comparable to improvements in learning at the secondary school level.

¹⁶ The revised ERR is an updated estimate that reflects Secondary Education Activity design and costs as of January 2021. This ERR estimate is *preliminary* and should not be considered official; the associated CBA model has been externally peer reviewed and validated but has not yet been officially published on MCC's website.

Earnings calculated for each education level are adjusted for the probability of employment, as students who study in Lycée Attahadi schools will not increase their incomes if they do not become employed after completing their final level of education. The revised CBA model assumes no change in probability of employment for with-Project students. The insertion rate for males is assumed to be 65.3% (the labor force participation (LFP) rate is 72% and unemployment rate is 9%); the insertion rate for females is assumed to be 22.4% (LFP rate is 22% and unemployment rate is 15%).¹⁷ Higher incomes as a result of improved learning quality are assumed for the working life of with-Project students, assuming 20 cohorts of students benefit from the Activity.

(ii) School Infrastructure Improvement

Infrastructure rehabilitation of 89 schools, as well as the acquisition of teaching and equipment for 90¹⁸ schools (IT, didactic, and specific), comprise the second set of interventions in the Lycée Attahadi sub-Activity associated with direct economic benefits in the revised CBA model. By creating an improved learning environment, school rehabilitation and equipment provision are assumed to increase educational attainment for with-Project students. A higher level of attained schooling is associated with higher incomes for with-Project students relative to what these students would have earned in the absence of the school rehabilitation component of the Secondary Education Activity. In addition to higher completion rates, students in rehabilitated schools are assumed to be more likely to transition from lower secondary school to upper secondary school. Higher incomes earned through additional years of schooling are assumed for the working life of with-Project students, assuming 20 cohorts of students benefit from the Activity.

Using an updated literature review, students who study in schools rehabilitated through the Secondary Education Activity are 7% more likely to complete lower or upper secondary school (i.e., whichever schooling level they are in at a rehabilitated school); students who study in with-Project lower secondary schools are also assumed to be 7% more likely to transition to upper secondary school relative to baseline transition rates. The IM CBA model for the Secondary Education Activity assumed a 5% increase in completion rates and no change in transition rates.

Increases in income associated with higher levels of schooling completion are estimated using 2017 ONDH data in a Mincer regression analysis. Returns to additional schooling levels and additional working experience are estimated separately for males and females. For males, completing lower secondary school results in a 28% increase in income relative to primary school completers; completing upper secondary school results in a 39% increase in income relative to lower secondary school completers; completing tertiary education results in a 41% increase in income relative to upper secondary school completers. For females, completing lower secondary school results in an 18% increase in income relative to primary school completers; completing upper secondary school results in a 42% increase in income relative to lower secondary school completers; completing tertiary education results in a 33% increase in income relative to upper secondary school completers.

¹⁷ Figures on LFP and unemployment come from 2017 data from HCP provided to country economists in 2020.

¹⁸ The complete Attahadi model will ultimately only be implemented in 89 schools. The Abdelkrim ELKHATTAB school will not receive the infrastructure component of the model.

1.3.2 Land Productivity Project Economic Analysis

1.3.2.1 Rural Land Activity

The objective of the economic analysis of the Rural Land Activity is to: (i) examine the overall viability of the project by calculating the internal economic rate of return, and (ii) assess the impact of the project on the beneficiaries related to the project objectives.

The expected results of the Rural Land Activity are that the increased security of land rights will lead to an increase in agricultural and land-based 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 for this Activity was calculated by comparing the productivity of collective land to that of private land.

Data for the economic model were collected through a socio-economic survey of collective and private farms, belonging to the two areas targeted by the project.

It should be noted that the Rural Land economic analysis was carried out in two stages. First, an initial economic analysis for the Gharb region was completed in August 2015 and updated in January 2016. In addition, an economic analysis was carried out in March 2019 for the Haouz region. This was the result of a request by the Government of Morocco to MCC to include the Haouz region in the Melkization operation.

In the following, a brief description of the method used for the socio-economic survey is presented. The methodology used for both Gharb and Haouz was the same. Ministry of Agriculture, Maritime Fisheries, Rural Development and Water and Forests (MAPMDREF) employees went out into the field and each interviewed a target number of households. The interviewees were not selected randomly from a census.

Selection of the sample representing the "without project" group

In the Gharb region, the sample consisted of 104 households, selected from 10 ethnic communities, belonging to the provinces of Sidi Kacem and Sidi Slimane. In the Haouz area, the sample consisted of 100 households, selected from 8 ethnic communities, belonging to the province of Kelâa des Sraghna.

Selection of the sample representing the "with project" group

In the two zones, the samples representing the situation "with project" were composed from the farmers of the zones targeted by the project, who exploit private *Melkized* lands, and whose socio-economic and physical conditions are statistically similar to those of the farmers of the group "without project". To this end, this group was made up of 104 households at the level of the Gharb region and 97 households at the level of the Haouz region.

Using data on the two groups, "with" and "without" project in the two zones, the comparison was made on:

- The net benefit flow of the "without project" situation, corresponding to the difference between the input costs and the revenues observed by farmers operating in the collective framework using traditional farming methods; and
- The net benefit flow of the "with project" situation, corresponding to the difference between the costs supported by the project and the private / melkist farmers and the input costs and the revenues observed by farmers operating on Melk land , and gradually replacing existing traditional activities.

The current economic rate of return was estimated at 21.7% in Gharb and 22.5% in Haouz, with a combined average rate of 21.9%¹⁹ for the Rural Land Activity.

Critical Variables for CBA & Sensitivity Analysis

The most influential variables to the melkization ERR are:

- Farm revenue on melkized land; and
- The amount of time it takes newly melkized land to reach that level of revenue.

These variables can significantly change the ERR if the assumptions are not met. The ERR provides breakeven values for the two variables.

1.3.2.2 Industrial Land Activity

For the Industrial Land Activity, ERRs were calculated for the PPP Pilot Sites and FONZID. The average ERR of these sub-activities ranges from 20.9% and 22.9%. There is no ERR for the CEILD component.

The methodologies for calculating ERRs for the PPP Pilot Sites and FONZID is presented below.

PPP Pilot Sites

For the Industrial Land Activity, the economic analysis measures the increase in added value created following the use of land for industrial purposes (situation with project), currently unused /not valued (situation without project). The added value comes both from the use of unused / undeveloped land in existing industrial zones and from the creation of new zones.

Based on the investment in the PPP Sites, the economic rate of return was initially estimated in a range of 13.4% to 16.7%.

¹⁹ This is the average rate of Gharb and Haouz weighted by the area to be melkized at the level of each region.

FONZID

The ERR was calculated for each project proposed. Two models have been developed depending on whether the project proposed was to create a new industrial zone / extend an existing zone, or revitalize an existing industrial zone.

In the case of a creation of a new zone / extension of existing zone:

- Profit flows were determined based on the increase in added value corresponding to the product of (i) the area (in m²) of the area to be created or of the extension, multiplied by (ii) the added value generated per m² following the enhancement of the area to be created / extended.
- To do this, a productivity rate of 163 USD / m² was been adopted. It stemmed from the study at the level of various industrial zones in Morocco carried out in June 2018 and entitled "Facility for market-driven industrial zone development - Data collection survey".
- The costs corresponded to the total investment made by MCC, the project's holder and all of its partners who have signed the financing agreement.

The model simulates a gradual valuation of the newly created area, at a rate of 10% additional valuation each year, reaching a ceiling of 80% after 8 years of activity.

In the case of a revitalization of existing zones:

- Profits correspond to the product of (i) the area not yet developed, multiplied by (ii) a productivity rate of 27 USD / m², corresponding to the average rent per m² of areas with a low valorization rate, calculated from the study mentioned above. This reasoning assumes that the benefits of the intervention carried out at the level of existing industrial zones are only generated through the rents generated by the occupation of non-valued lots. No increase in the rent per m² or the level of income of company employees is expected.
- The costs correspond to the total investment made by MCC, the project's holder and all of its partners who have signed the financing agreement.

The model also simulates an increase in the occupancy (valorization) rate of the existing area, at the rate of 10% additional occupancy each year, reaching the ceiling of 80%.

Critical Variables for CBA & Sensitivity Analysis

The most influential variables for the industrial land ERR are:

- “Fill rate” – the amount of time it takes for newly improved land in an IZ to be “valorized”; and
- The returns to the factors of production of newly “valorized” land – land rent and profit rates, for the owners of the firm, and the different in compensation per meter squared for workers hired away from other industrial zones.

These variables can significantly change the ERR if the assumptions are not met. The ERR provides breakeven values for the two variables.

1.4 Projected Program Beneficiaries

The beneficiary analysis is a complementary analysis to the cost-benefit analysis. According to the *MCC Guidelines for Economic and Beneficiary Analysis*, beneficiaries of projects are considered individuals that are expected to experience better standards of living due to Compact activities aimed to increase their real incomes. The CBA for proposed projects gives details on benefit streams through which beneficiaries should experience increased income.

For definition purposes, it is important to note that not all *participants* in MCC projects necessarily become beneficiaries. Some projects may affect large numbers of people, but only a portion of these individuals will realize higher incomes or lower expenditures. For example, a training program may have many participants, but only some of these will adopt new practices and experience higher incomes. Direct beneficiaries are participants of MCC-funded activities who experience the better standard of living. Total beneficiaries include all members of a household where at least one individual is a beneficiary.

The Compact is expected to benefit at least 800,000 people over 20 years, spread across the Projects as shown below. These are the most recent official estimates but are considered to be outdated. Revised estimates will be published alongside the official, Revised ERR estimates in late 2022.

Table 7: Beneficiaries and expected benefits of the Compact

Project	Original Date (August 2015)			Current Date (TBD)		
	Est. Number of Beneficiaries	Present Value (PV) of Benefits ²⁰	Net Present Value (NPV) ²¹	Est. Number of Beneficiaries	Present Value (PV) of Benefits	Net Present Value (NPV)
Education and Training for Employability	623,050 ²²	TBD	TBD	TBD	TBD	TBD
Land Productivity	204,576	TBD	TBD	TBD	TBD	TBD
Total	827,626	TBD	TBD	TBD	TBD	TBD

²⁰ The PV of benefits are included in the ERR as the “estimated discounted increase in income over the life of the project” or the “beneficiary income gain.”

²¹ 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.

²² Peer review showed a calculation error in the original CBA model that greatly overcounted the potential beneficiaries. Early in implementation this estimate was revised downward using the same original CBA model to update the incorrect initial estimate.

1.4.1 Education and Training for Employability Project Beneficiary Analysis

Some participants in Compact activities may not realize increased income, which is why MCC differentiates participants from beneficiaries. The expected participants for the Education and Training for Employability Project are presented in the table below:

Table 8: Projected Program Participants of Education and Training for Employability Project

Activity		Program Participant Definition	Est. Number of Program Participants
Workforce Development	TVET	All trainees who start a vocational training program at the centers financed by the Charaka Fund.	150,000 ²³
	Employment	All participants in the RBF program who have started a training cycle.	TBD
Secondary Education		All students from secondary schools supported by the Activity.	547,053 ²⁴
		Teachers who have received in-service training and the Directors and the administrative staff of the 90 establishments.	6,353 ²⁵
Total			703,585

The Education and Training for Employability Project, after adjusting for any potential double counting, is expected to benefit approximately 600,000 people over 20 years. However, this is an outdated estimate from early EIF, and has yet to be updated in an official capacity. The beneficiaries differ according to the CBA models for the two project activities.

Table 9: Projected Program Beneficiaries of Education and Training for Employability Project

Activity		Program Beneficiary Definition	Est. Number of Beneficiaries
Workforce Development	TVET	Direct beneficiaries are all graduates of TVET centers supported by the activity who obtain employment; Total beneficiaries include direct	500,000 ²⁶

²³ This is a preliminary estimate, and should not be considered official until the analysis undergoes peer review and publication on MCC's website.

²⁴ Estimated based on an average cohort size of 290 and 342 for lower and upper secondary schools, respectively; considering 89 schools, where 2/3 are lower secondary and 1/3 are upper secondary, 27,353 students are registered per year, or 547,053 over 20 years.

²⁵ Source: Secondary Education activity report, October 2021, page 12.

²⁶ This is a preliminary estimate, and should not be considered official until the analysis undergoes peer review and publication on MCC's website.

		beneficiaries' household members. Both are counted within the 20-year time horizon.	
	Employment	Direct beneficiaries are all participants in the RBF program who obtain employment; Total beneficiaries include direct beneficiaries' household members. Both are counted within the 20-year time horizon.	TBD
Secondary Education		Direct beneficiaries are students who graduate from Activity-supported lower or upper secondary schools and become employed after completing their final education level; Total beneficiaries include direct beneficiaries' household members. Both are estimated by 20 cohorts during the 20-year time horizon.	834,077 ²⁷
Project Total			TBD

- Direct beneficiaries are those who benefit from training programs financed by the Charaka fund and obtain a job, improving their economic well-being through increased incomes. The estimate of the total number of beneficiaries extends to those who are part of the same household as the beneficiary trainee. This is because economic studies show that all household members tend to benefit from an increase in the income of one household member, even though the distribution of these benefits may not be equally distributed among household members. The total number of beneficiaries is based on the average number of individuals per household in Morocco (4.6), based on 2017 data from the United Nations. The number of participants expected over the next 20 years, at the level of the portfolio of 15 vocational training centers to be financed by the Charaka Fund is 150,000. The estimated number of direct beneficiaries over the next 20 years is 108,700. This is multiplied by 4.6 to obtain an estimate of 500,000 total beneficiaries.
- For the Secondary Education Activity, direct beneficiaries are students who study in rehabilitated and newly equipped schools (reflecting an improvement of the learning environment) staffed with newly trained teachers (reflecting an improvement of teaching and learning quality), graduate from a with-Project school, obtain employment, and have higher lifetime incomes as a result. The Revised CBA model considers graduates from both lower and upper secondary schools funded by the project as potential beneficiaries (i.e., subject to employment), whereas the initial economic analysis, only students who had graduated from upper secondary schools were considered as potential direct beneficiaries. In the Revised CBA model, the number of direct beneficiaries of the Secondary Education

²⁷ This is a preliminary estimate and should not be considered official until the analysis undergoes peer review and publication on MCC's website.

Activity is 181,321.²⁸ Total beneficiaries, 834,077, include the household members of direct beneficiaries, where the average household size in Morocco is assumed as 4.6. Participants of the Secondary Education include students who study in with-Project schools but either do not graduate or do not become employed after completing their final level of schooling, as well as teachers and administrators who take part in training and in the participatory school management process.

1.4.2 Land Productivity Project Beneficiary Analysis

Some participants in Compact activities may not realize increased income, which is why MCC differentiates participants from beneficiaries. The expected participants for the Land Productivity Project are presented in the table below:

Table 10: Projected Program Participants of Land Productivity Project

Activity	Program Participant Definition	Est. Number of Program Participants	
Land Governance	-	-	
Rural Land	All farmers exploiting collective land targeted by the activity.	Gharb	TBD
		Haouz	TBD
	All participants in the accompanying measures (Collectivists, non-AD operators, trainers from NGOs, ONCA and ANLCA executives, etc.)	131,950 ²⁹	
Industrial Land	All employees of new companies created in newly valorized parcels	4,364 ³⁰	
	All employees in rehabilitation and construction work	TBD	
	Participants in training courses organized by CEILD	TBD	
Total		TBD	

²⁸ The updated beneficiary and participant counts are revised estimates that reflect Secondary Education Activity design and costs as of January 2021. Beneficiary count estimates are *preliminary* and should not be considered official until the Beneficiary Analysis has been published on MCC's website.

²⁹ Based on the signed agreements between MCA-M and the partners.

³⁰ Facility for market driven industrial zone development. Data collection survey 2018, MCA-M.

The Land Productivity Project, after adjusting for any potential double counting, is expected to benefit approximately 288,176 people over 20 years. The beneficiaries differ according to the CBA models for the two project activities.

Table 11: Projected Program Beneficiaries of Land Productivity Project

Activity	Program Beneficiary Definition	Est. Number of Beneficiaries
Land Governance	TBD	TBD
Rural Land	All owners of converted collective land who have received their land title as part of the activity as well as all members of their families, and who have adopted technologies observed on Melk land.	Gharb 107,108 ³¹
		Haouz 30,676 ³²
Industrial Land	All potential employees of companies located in targeted industrial zones, as well as all members of their families	PPP Pilot Sites 95,040 ³³
		FONZID 55,352 ³⁴
Total		288,176

2. MONITORING COMPONENT

2.1 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) impact. The various indicator levels map to the program logic and thus allow Project developers and managers to understand to

³¹ The update of the number of right holders in the Gharb region revealed the figure of 20,209. This number is to be multiplied by 5.3 corresponding to the average size of households in rural areas, provided by the Population and Housing General Census (2014), i.e. 107,108 beneficiaries. Rural Land beneficiary estimates don't yet account for heirs.

³² The number of right holders in the Haouz region is 5,788. This number is to be multiplied by 5.3 corresponding to the average size of households in rural areas, provided by the Population and Housing General Census (2014), i.e. 30,676 beneficiaries. Rural Land beneficiary estimates don't yet account for heirs.

³³ The number of jobs to be created by the Demonstration Sites is estimated at 21,600 (based on an assumption imposing a valuation ceiling for industrial zones of 80% and ratio of employment per Ha equal 200 in model areas managed under PPP such as Bouskoura Industrial Parc). This number should be multiplied by 4.6, corresponding to the average size of households in urban areas, i.e. 95,040 beneficiaries.

³⁴ The number of jobs to be created by FONZID is estimated at 12,580 (based on an assumption imposing a valuation ceiling for industrial zones of 80%). This number should be multiplied by 4.6, corresponding to the average size of households in urban areas, i.e. 55,352 beneficiaries.

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.³⁵

MCC has introduced common indicators for external reporting across all MCC Compacts. The common indicators relevant to the MCA-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 by MCC, MCA-Morocco project managers and implementers 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.

³⁵ The indicator levels are formally defined in MCC's *Policy for Monitoring and Evaluation of Compacts and Threshold Programs*.

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.

The indicators identified in the M&E Plan require the collection of a range of data from various sources within Morocco. As appropriate, MCA-Morocco will attempt to harmonize data collection with other existing data sources or planned surveys and to 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 Unit has and will continue to consult with and assist implementing entities in setting up and executing their data collection plan and reporting templates.

2.2 Data Quality Reviews

Data quality is the primary responsibility of the MCA-Morocco staff, led by the M&E Director. The M&E Unit, other MCA staff, as appropriate, and implementing entities should regularly check data quality. The M&E Unit should verify that all reported data has appropriate source documentation and that calculations have been done correctly. The MCA-Morocco M&E Unit 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 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. DQRs will also serve to identify where the highest level of data quality is not possible, given the realities of data collection.

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 contracted an independent data quality reviewer in compliance with MCC Program Procurement Guidelines in March 2020. This work was delayed due to COVID-19 and is now expected to be completed in late 2022.

2.3 Standard Reporting Requirements

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 actuals 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.

Additional guidance on reporting is contained in MCC's *Guidance on Quarterly MCA Disbursement Request and Reporting Package*.

Reporting to MCA and Local Stakeholders

Even though the QDRP is required to be sent to MCC, MCAs 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.

3. EVALUATION COMPONENT

3.1 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 evaluation as a complementary tool 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. The Policy indicates that every Project in a Compact must undergo a comprehensive evaluation (impact and/or performance) that is designed and implemented by independent, third-party evaluators hired by MCC. If the MCA-Morocco 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.

MCC and MCA-Morocco are committed to ensuring that the independent evaluations are as rigorous as warranted in order to understand the causal impacts of the program on the expected outcomes and to assess cost effectiveness. The next section on Specific Independent Evaluation Plans will describe the purpose, methodology, timeline, and the process for data collection and analysis for each independent evaluation. MCA-Morocco 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 relevant, and final evaluation products are technically and factually accurate. MCC’s evaluation review process will follow the guidelines outlined in the MCC M&E Policy. The results of all evaluations will be made publicly available in accordance with the MCC M&E Policy.

Other evaluation studies that complement the independent evaluations described above may be undertaken by MCC or MCA M&E or others.

3.2 Specific Independent Evaluation Plans

3.2.1 Summary of Specific Independent Evaluation Plans

The following table summarizes specific evaluation plans.

Table 12: Summary of Evaluation plans

	Evaluation Name	Evaluation Type	Evaluator	Primary/ Secondary Methodology	Final Report Date
Education and Training for Employability Project	Secondary Education Activity	Impact	Mathematica	Random Assignment/ qualitative study	June 2023 ³⁶
	Workforce Development Activity	Performance	Mathematica	TBD	TBD
Land Productivity Project	Land Governance Activity	Performance	Mathematica	TBD	TBD
	Rural Land Activity	Impact	Mathematica	Spatial regression discontinuity	2028
	Industrial Land Activity	Performance	Mathematica	Trend/Bench marking	2028

3.2.2 Evaluation of Workforce Development Activity

³⁶ This is the anticipated date for the final evaluation report in the current, approved version of the [Evaluation Design Report](#). However, due to COVID-19 and associated implementation delays, the evaluation will need to follow later cohorts of students than original planned. The independent evaluator will propose revisions to the design of the evaluation, which will include postponing final data collection and the corresponding final evaluation report.

The design of the independent evaluation is well underway and is expected to be finalized in the coming months. The description of the independent evaluation of the Workforce Development Activity will be updated in a future iteration of the M&E Plan once the Evaluation Design Report has been finalized.

Evaluation Questions

Potential high-level evaluation questions are outlined below. The definitive list of evaluation questions will be established in the Evaluation Design Report and posted publicly to the [MCC Evaluation Catalog](#).

Table 13: Potential High-Level Evaluation Questions – Workforce Development Activity

<ul style="list-style-type: none"> • What are the main successes and challenges of implementing the Private Sector-driven TVET sub-Activity? • What are the labor market outcomes for graduates from Compact-supported TVET centers? • Are Compact-supported TVET centers more responsive to the demands of the private sector and to changes in the economy and the labor market? • Are Compact supported TVET centers sustained after the end of the Compact? • Has the Charaka Fund investment influenced the Government of Morocco to expand the number of TVET centers managed through public-private partnerships? • How have Compact investments to reform TVET policy affected the Charaka Fund? • Has the RBF sub-Activity demonstrated an effective and sustainable model for job placement services? • Has the Labor Market Observatory sub-Activity improved the coherence and integration of labor market data from different sources?

Evaluation Methodology Description

An impact evaluation cannot be conducted for this Activity due to the limited number of trainees enrolled in vocational training programs, and the lack of a comparison group for all components of the Activity. A mixed-methods performance evaluation, incorporating quantitative outcome and descriptive studies along with qualitative components, will likely be most appropriate.

Data Sources

The final list of data sources for this evaluation will be established once the Evaluation Design Report has been finalized and approved.

Table 14: Primary Data Collection - Workforce Development Activity

Survey Name	Quantitative or Qualitative	Define Sample	Sample Size	Number of Rounds	Exposure Period (months)	Expected Dates of Primary Data Collection
TBD	TBD	TBD	TBD	TBD	TBD	TBD

3.2.3 Evaluation of Secondary Education Activity

The Secondary Education Activity is the subject of an independent impact evaluation, during which the results of this activity will be rigorously assessed and attributed to the integrated package of investments made by the Activity. The schools participating in the Activity were randomly selected from a set of eligible schools in each of the three regions where the Activity is being implemented. The random assignment of schools to treatment groups (those who will participate in the Activity) 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 Activity.

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 to participate in the Secondary Education Activity will not be systematically targeted or excluded from Government activities, funding or support.

Evaluation Questions

**Table 15: Evaluation Questions – Secondary Education Activity
Integrated School Improvement Model sub-Activity (*Lycée Attahadi*)**

Table 15: Evaluation Questions – Secondary Education Activity Integrated School Improvement Model sub-Activity (<i>Lycée Attahadi</i>)	
Student	1. What are the impacts on learning (numeracy, literacy, and soft skills)? 2. What are the impacts on key educational outcomes, including enrollment, completion and attendance? 3. Are there differential impacts by gender across educational outcomes?
Teacher	4. What are the impacts on teaching and how were the impacts obtained? 5. What are the impacts on teachers' attendance?

	6. Did the interventions under the sub-Activity improve school management and lead to improved accountability among teachers? If so, how?
School	7. Have institutional autonomy and accountability manifested in the participating schools? If yes, how have these things manifested themselves? Please provide examples. 8. What are the impacts on the quality of the infrastructure and the physical environment of the school? 9. How did the size of the budget managed by schools and the common uses of this budget change? 10. How is the decentralization process being incorporated in schools?
Student Assessment and Education Management Information Systems sub-Activity	
	11. How did the interventions contribute to improved student assessment, data, and policy feedback in the EMIS system, leading to a more performance-driven education system?
School Infrastructure and Equipment Operations and Maintenance sub-Activity	
	12. How do the infrastructure improvements and the new O&M plan lead to an improved and sustainable learning environment?
Overall sustainability	
	13. To what extent can the Moroccan Ministry of Education sustain and scale the interventions under the Secondary Education Activity?
	14. To what extent are the interventions under the Secondary Education Activity cost-effective? (E.g. Can the Ministry of Education financially sustain the interventions? What is the economic rate of return for beneficiaries?).

Evaluation Methodology Description

The research questions are focused 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 *Lycée Attahadi* and a qualitative study of all three sub-activities to enhance the validity and reliability of the results.

The RCT will provide rigorous estimates of the causal impact of the *Lycée Attahadi* model 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 complement the RCT with a qualitative study describing the changes that have occurred during the *Lycée Attahadi* 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.

For a more comprehensive description of the evaluation method and design, please see the [Evaluation Design Report](#) for the Secondary Education Activity. MCA-Morocco

Data Sources

Table 16: Primary Data Collection – Secondary Education Activity

Survey Name	Quantitative or qualitative	Define sample	Sample size	Number of rounds	Exposure period (months)	Expected dates of primary data collection ³⁷
Student, teacher and school director surveys, Student skills assessment, Direct classroom observation of teachers, School infrastructure checklist	Quantitative	Students	2,520	2	36 months	Baseline: 2018 End line: 2022
		Teachers	1,008			
		Directors	168			
		Schools	168			
Key informant interviews (KII) and focus group discussions	Qualitative	Student focus groups	27	1	36 months	2022
		Teacher focus groups	27			
		School director in-depth interview	27			
		Parent focus groups	27			
		Interviews with national, regional, and	≈ 19			

³⁷ These are the expected dates for primary data collection in the current, approved version of the Evaluation Design Report. However, due to COVID-19 and associated implementation delays, the evaluation will need to follow later cohorts of students than original anticipated. The independent evaluator will propose revisions to the design of the evaluation, which will include additional baseline data collection and postponing final data collection. These changes will be made in a future version of the M&E Plan.

		local Ministry of Education officials, including MCA and MCC staff and implementers				
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3.2.4 Evaluation of Land Governance Activity

Initially the evaluation of the Land Governance Activity was to be designed in 2018 along with the evaluations for Rural and Industrial Land. A number of key activities for the Land Governance Activity remained uncertain for a several years during the Compact. The activities were restructured around five levers of the NLS and the priorities targeted in the Implementation Letter. The design of this evaluation was postponed during this time and is expected to be initiated in 2022 with a revised scope centered around the following questions.

Evaluation Questions

Table 17: Evaluation Questions – Land Governance Activity

RQ1: How did the activity improve coordination, transparency and efficiency in land governance?
RQ2: Are structures such as the economic cadaster and the women's land center still in place and functioning? Is there increased collection and availability of gendered data?
RQ3: What is the impact of the IEC (Information-Education-Communication) /sensitization related to law 62.17 on the perceptions of training participants (including women) related to women's rights and ability to access land?

Evaluation Methodology Description

It is expected that this evaluation will be a performance evaluation that will include collection of qualitative data from key informants.

Data Sources

Table 18: Primary Data Collection – Land Governance Activity

Survey Name	Quantitative or Qualitative	Define Sample	Sample Size	Number of Rounds	Exposure Period (months)	Expected Dates of Primary Data Collection
TBD	Qualitative	TBD	TBD	1	TBD	TBD

3.2.5 Evaluation of Rural Land Activity

An impact assessment of the Rural Land Activity is underway, using a spatial regression discontinuity with matching as well as a mixed-methods performance assessment.

In the following sections, the research questions to answer the evaluation of the trial will be presented, as well as a brief of the methodology and data sources.

Evaluation Questions

The evaluation seeks to answer research questions intended to understand how the Rural Land Activity was implemented, if the expected results were achieved and why, how the benefits were obtained by the different groups, if the results are sustainable and what are the lessons learned. In addition to the research questions of the project, the evaluation will try to test the causal links in the intervention logic of the activity to determine whether the resources of the project have enabled the desired results to be achieved in the short, medium and long term.

Table 19: Evaluation Questions – Rural Land Activity

RQ1: Were the activities implemented as planned?
RQ2: What were the implementation challenges and successes?
RQ3: Has the Activity resulted in the short, medium and long term results outlined in the logic framework?
RQ4: Has the Activity resulted in reduced time for property transactions?
RQ5: What is the Activity’s impact on land tenure security and land-related disputes?
RQ6: Are the new land systems and procedures likely to be sustainable? Why or why not?
RQ7: How and why do the Activity’s benefits and costs accrue differently to different groups?
RQ8: What lessons can be applied to future economic models for land projects?
RQ14: What are the social and economic effects of <i>Melkization</i> ? Have formal land titles led to changes in perception of tenure, investment in land, access to credit, or changes in productive use of land? Are there any gender or intra-household differences in effects?
RQ15: What is the Activity’s impact on household income and agricultural productivity?
RQ16: What is the impact of the Activity on participants’ access to credit, including impact on the cost or terms of financing, including public subsidies? If no impact, what are the other binding constraints to access to finance?

Evaluation Methodology Description

The impact evaluation will use a regression discontinuity design complemented by matching to generate impact estimates of *Melkization* on farmers who own collective land. It will use a spatial regression discontinuity design to provide rigorous estimates of the causal impact of the *Melkization* program on key outcomes for farmers, such as access to credit, productivity, and investment. It will do this by collecting remote sensing data, longitudinal survey and crop production data from male and female farmers who own collective land inside the collectives that are participating in the program and from farmers who own collective land nearby but who do not participate in the program. It will conduct farmer surveys that include a spouse module and parcel roster, as well as crop cuts, in order to measure key outcomes at baseline, interim, and end line. It will compare outcomes between control and treatment groups to establish impact estimates of the program. This approach has strong appeal because under certain assumptions (discussed in more detail below) parcels near the treatment boundary can be thought of as randomly assigned to either

the treatment or control groups, thereby controlling for unobservable variation that also affects the outcomes of interest.

To complement the impact evaluation, a mixed-methods performance evaluation will be conducted that unpacks how the provision of land titles through *Melkization* leads to greater investment, productivity, or incomes. The performance evaluation will include a trend analysis that uses administrative data as well as qualitative analysis to uncover plausible mechanisms and channels that might explain why we see changes in investment, credit access, or land transactions as a result of land titling. Our qualitative data analysis will include key informant interviews, and focus group discussions with farmers, women’s groups, and renter/tenant farmers. Finally, it will conduct an implementation analysis to understand when and why deviations from MCC and MCA-M’s original plans occurred.

Data Sources

Table 20: Primary Data Collection – Rural Land Activity

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 Activity	Quantitative	Surveys of farmers and their households	3,200	2	60 months	Baseline/Interim: 2022 Endline: 2027
		Crop cuts	1,600	2		Baseline: 2022 Endline: 2027
	Qualitative	Interviews with key informants	26	2		Baseline: 2022 Endline: 2027
		Focus group discussions	40 (groups)	2	-	Baseline: 2022 Endline: 2027

3.2.6 Evaluation of Industrial Land Activity

This section describes the proposed evaluation design for the Industrial Land Activity. It briefly summarizes the overall design, the plan for addressing each of the activity’s evaluation questions and data sources linked to it.

Evaluation Questions

In addition to the RQs (1-7) valid for the entire “Land Productivity” project mentioned above, the evaluation is also addressed by RQs specific to this activity. Specifically, it is about testing the causal links in the logic of the activity to determine whether the inputs and processes lead to the desired outputs and outcomes.

Table 21: Evaluation Questions – Industrial Land Activity

RQ8: What lessons can be applied to future economic models for land projects?
RQ17: How has the activity contributed to changes in the development, management, and maintenance of industrial zones? Has private sector involvement in these areas increased and, if so, to what effect?
RQ18: What is the total private investment in the development of the three PPP pilot industrial zones ?
RQ19: What is the number of hectares of previously undeveloped land that has been put into use in the existing industrial zones targeted by the project, both in terms of gross area and area used by enterprises?
RQ20: How many jobs were created in the zones covered by the Compact (including the PPP pilot zones and zones supported under FONZID), measured as the number of full-time employees added after the project?
RQ21: How have levels of investment and productive use of land changed in the demonstration zones compared to other zones in Morocco?
RQ22: How has the delivery of land to market changed in the industrial zones targeted by the project? On the supply and quality of land in industrial zones? On occupancy and utilization rates of land in industrial zones?

Evaluation Methodology Description

An evaluation of the Industrial Land Activity will be carried out using mixed methods. These combine implementation analysis, benchmarking, quantitative analysis to track changes in key findings, and qualitative analysis to uncover the reasons why particular outcomes and conditions are observed.

The quantitative analysis will be based on three distinct approaches:

- Trend analysis to identify the magnitude of change over time for outcomes of interest relative to baseline values. For outcomes for which sufficient pre-Compact data are available, preferably annual data for the five preceding years, it would pursue an interrupted time series approach that would allow to estimate whether the timing of the activity’s start coincides with a trend break. Such a break may be either a level change, such as a step function, or a rate change, such as a shift in the growth rate. The focus will be primarily on relative magnitudes and the directionality of change, rather than reporting estimated coefficients from a regression model;
- When data for other zones or firms in other zones are available, a benchmarking analysis will be conducted. It is a descriptive, non-causal approach of visually comparing developments among the outcomes of interest from our target zones relative to non-target zones and a common method for examining zone performance. This approach is descriptive because a multiplicity of factors, unrelated to MCC/MCA-M activities, may be responsible

for any observed changes. When data are available from a large enough number of non-demonstration zones, it would be able to characterize changes over time for the demonstration zones in percentile terms for the full sample. This approach will enable to discern whether changes in outcomes among the PPP pilot sites and FONZID sites occurred at a faster rate, a slower rate, or were flat relative to other zones;

- A building calibrated regression and supervised learning models that use remote sensing data to predict values of outcomes of interest, such as developed land area and zone-level economic activity. If such models are sufficiently accurate, they can be used to understand changes in the sector more frequently and across broader territory than is possible from ground-collected and existing secondary data.

Data Sources

Table 22: Primary Data Collection – Industrial Land Activity

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 Activity	Qualitative	Interviews with key informants	122	2	72 months	Baseline: 2021 Endline 2027

4. IMPLEMENTATION AND MANAGEMENT OF M&E

4.1 Responsibilities

The MCA-Morocco M&E Unit will be composed of an M&E Director who will have the key responsibility of leading and managing all M&E activities; and two managers who will support the M&E Director in performing the M&E activities. Additionally, the M&E Unit will hire short-term support on an as needed basis. The M&E Unit will carry out, or hire contractors 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;
- As the champion of results-based management, the M&E Unit will take steps to foster a results oriented culture throughout MCA 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 (feedback loop);
- Ensure that the M&E Plan is modified and updated as improved information becomes available;
- Oversee development and execution of an M&E system (including data-collection, data-analysis and reporting systems) integrated 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 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;
 - Independent 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)/Social and Gender Assessment (SGA) officers) 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;
- Participate in project monitoring through site visits, 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 dimensions, as applicable and practical, 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 local Institutional Review Board 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 a records management procedures that includes such standards.

The M&E Director will be a part of MCA-Morocco's internal Management Unit, composed from MCA leadership, Project Directors, and other 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 Communications Unit.

4.2 Other Actors Engaged in the Monitoring and Evaluation of the Compact

In addition to MCA-Morocco, through its various divisions, several other actors will play an important role in the Compact's M&E system.

Board of MCA-Morocco

The MCA-Morocco Board is responsible for oversight of MCA-Morocco Projects. It meets quarterly to guide and oversee their actions including the management, operation and implementation of the Compact program. It also approves MCA-Morocco M&E Plan.

Implementing Entities

The implementing entities are the ministries and other structures involved in the implementation of the Compact Projects through an Implementing Entity Agreement with MCA-Morocco.

During the Compact Period and for a period of five years (or such other period as the Parties may agree) after the implementation of the Compact, they will assist MCA-Morocco and GoM in the development and implementation of the Compact's M&E Plan. This may include, but is not limited to, involvement in data collection and analysis, development of specific reports, dissemination of project information and reports, and involvement in the independent evaluations.

Other Ministries, Consultants and Development Partners

Other ministries, consultants and development partners will be involved, at various levels, in the implementation of the Compact's M&E Plan. This may include, but is not limited to, involvement in data collection and analysis, development of specific reports, dissemination of project information and reports, and involvement in the independent evaluations.

Post-Compact Point of Contact (POC)

The Compact will have long-term outcomes and the objectives of the two projects may not be measurable until several years after the end of the Compact. As a result, MCC and GoM agree to monitor and evaluate the results and to evaluate the impacts of the Compact after the Compact's end date. In this context, before the end of the Compact, MCC and MCA-Morocco will develop a Post-Compact M&E Plan.

In order to prepare for post compact monitoring by GoM, the MCA-Morocco M&E Unit has identified a post Compact point of contact (POC) for MCC early on in the program and will work with that POC to build an understanding of the MCC program and monitoring process. This POC is the Studies and Financial Forecasts Unit of the Ministry of Economic and Finance, which will commit to continuing M&E 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.

4.3 MCA Data Management System for Monitoring and Evaluation

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

4.4 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, the M&E Director of MCA-Morocco and representatives 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 and timely;
- 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, 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.

5. M&E BUDGET

The budget for the implementation of the proposed M&E activities for the five-year term of the Compact is approximately US\$ 7.6 million.

Table 23: M&E Budget

Data Collection	\$5,220,455
Capacity Building	\$499,985
Data Quality Reviews	\$350,000
Data analysis/specific studies	\$574,192
Admin Fund & Other	\$1,031,264
Total	\$7,675,896

The M&E budget does not include the M&E staff in the MCA Management Unit whose salaries and field trips 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.

While the resources for the carrying-out of surveys are allocated by MCA-Morocco from the Compact funds, the evaluation design and analysis is to be funded directly by MCC. MCC will commit approximately US\$ 6 million to fund the external evaluators.

ANNEXS

Annex I: Indicator Documentation Tables for MIS

Program Logic Result	CI Code	Indicator Level	Indicator Name	Definition	Unit of Measure	Disaggregation	Primary Data Source	Responsible Party	Frequency of Reporting	Additional Information
Education and Training for Employability Project										
Workforce Development Activity										
Private Sector-Driven TVET sub-Activity										
Improved acquisition of technical and professional skills that respond to the needs of the private sector	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	Sex (Female; Male)	The final list of graduates who have received their diploma, signed by the director of the center	MCA Directorate of Professional Training; Office of Professional Training and Labor Promotion Office (OPFPT)	Annual	This indicator tracks the number of trainees who have graduated from a TVET center supported by the Compact. Compact-supported TVET programs will include both classroom instruction and on-the-job training at a company in their field of study. A trainee is only considered a graduate after completing all relevant courses, passing the certification exam and receiving a graduation certificate. The assumption that the number of graduates is an appropriate indicator for this results statement is predicated on the private sector and the TVET center fulfilling their role of testing and certifying graduates. Thus, students would not graduate from Compact-supported TVET center unless they demonstrate knowledge and competencies that meet the established standards for their particular training program. A graduate trainee should be counted only once even if he or she has pursued several training cycles. That is to say, if a person receives technician-level training, and after obtaining that diploma, he or she decides to pursue higher level training also in a Compact-supported TVET center, the individual should only be counted once.
Quality training that adapts and responds to the needs of the labor market		Outcome	Number of companies that form partnerships with Compact-supported TVET centers	The number of companies that form a partnership with Compact-supported TVET centers	Number		Partnership agreements	MCA Project Manager of the Charaka Fund; Directors of Compact-supported TVET centers	Annual	The partnerships to be counted under this indicator are focused on providing: (i) internships to trainees enrolled in Compact-supported TVET centers; and/or (ii) employment opportunities to graduates of Compact-supported TVET centers. If a single firm signs a partnership agreement with multiple Compact-supported TVET centers, that firm will only be counted once for the purposes of this indicator.
Increased involvement of the private sector in TVET center management		Outcome	Involvement of the private sector in governance bodies of Compact-supported TVET centers	The percentage of centers whose governance bodies are made up of at least one member from the private sector and who hold at least one meeting of the governance body with private sector participation-per school year	Percentage		Meeting minutes of the governance bodies of each Compact-supported TVET center, including the attendance sheets duly signed by the meeting participants	MCA Project Manager of the Charaka Fund; Directors of Compact-supported TVET centers	Annual	The increased engagement of the private sector in TVET center management will be measured by the number of meetings of the TVET center governance bodies held with the participation of at least one representative of the private sector. Each Compact-supported TVET center will be required to provide the necessary documentation on meetings of the governance bodies that occurred during the course of the school year in July following the end of the corresponding school year. Numerator: The number of centers whose governance bodies are made up of at least one member from the private sector and who hold at least one meeting of the governance body with the participation of at least one member of the private sector per school year. Denominator: The total number of Compact-supported TVET centers.
More autonomous management of TVET centers		Outcome	Decisions undertaken by governance bodies of Compact-supported TVET centers	The number of decisions taken by the governance bodies of Compact-supported TVET centers	Number		Official records of the meetings of the governance bodies of the Compact-supported TVET centers	MCA Project Manager of the Charaka Fund; Directors of Compact-supported TVET centers	Annual	The decisions to be considered relate to the resolutions mentioned in the minutes. They can relate, among other things, to: (i) the purchase of equipment; (ii) the content or structure of training programs; (iii) internships; and (iv) hiring of staff. The official meeting record or meeting minutes, appropriately validated and clearly documenting the decisions made during the meeting will be used for the purposes of reporting on this indicator.
More autonomous management of TVET centers		Outcome	Percentage of Compact-supported TVET centers whose governing bodies establish an annual budget and which provide paid services	The percentage of Compact-supported TVET centers that establish an annual budget approved by the governance bodies-and that provide paid services	Percentage		Budget validated by the governance bodies of the Compact-supported TVET centers ; TVET center annual activity reports (narrative and financial)	MCA Project Manager of the Charaka Fund; Directors of Compact-supported TVET centers	Annual	The services provided (at least one service per school year) include paid training (continuing education, initial training or qualifying training) and any other paid service offered by the Compact-supported TVET centers (Expertise, advisory services, etc.) Numerator: Cumulative number of Compact-supported TVET centers with an annual budget approved by the governance body of the TVET center-and having provided at least one paid service during the school year. Denominator: The total number of Compact-supported TVET centers.
Improved quality and relevance of training program curricula		Outcome	Percentage of training program curricula in Compact-supported TVET centers developed using a competency-based approach	The percentage of training program curricula in Compact-supported TVET centers developed using a competency-based approach	Percentage		Annual activity report for each Compact supported TVET center; List of curricula dispensed in each TVET center clearly differentiating the curricula developed using a competency based approach	MCA Project Manager of the Charaka Fund; Directors of Compact-supported TVET centers	Annual	For the purposes of this indicator, a curriculum refers to the totality of the training and course content required to obtain a given degree or certification in a particular sub-sector or specialization. A competency-based curriculum is a curriculum that emphasizes what learners are expected to do rather than mainly focusing on what they are expected to know. In principle, such a curriculum is learner-centred and adaptive to the changing needs of students, teachers, and society. Numerator: the total number of training programs provided by Compact-supported TVET centers each year using curriculum that was developed through a competency based approach. Denominator: Total number of training programs provided by Compact-supported TVET centers each year.
Increased participation of women in economically viable training programs	E-6	Outcome	Students participating in MCC-supported education activities	The number of students enrolled or participating in MCC-supported educational schooling programs	Number	Sex (Female; Male)	List of trainees registered at TVET after stabilization of enrollees (end of November) signed by the director of the TVET center	MCA Directorate of Professional Training; Office of Professional Training and Labor Promotion Office (OPFPT); GOPA Worldwide Consulting	Annual	This indicator tracks the number of students (trainees) who have enrolled in at least one TVET program at a TVET center supported by the Compact. This indicator does not subtract dropouts and will only count a trainee once even if they enroll in multiple programs. The data will be collected annually by TVET centers supported by the Compact. Data reporting processes will be specified as needed by the Grants Manager (GOPA Worldwide Consulting) or another relevant authority. As a Common Indicator, this indicator will capture a result beyond the results statement listed here and in the project logic. However, it remains relevant for this sub-activity because it will offer additional visibility on students receiving training as a result of the investments undertaken by the Compact.
TVET centers created and managed through public-private partnerships (PPP); and TVET centers rehabilitated and managed through PPPs	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		- Certificate of completion of works - Official record of reception of all equipment - The final list of trainees in the first incoming cohort, signed by the director of the center, - The official, approved document or legal agreement establishing the governance structure of the TVET center	MCA Directorate of Professional Training; GOPA Worldwide Consulting	Quarterly	This indicator measures the number of TVET centers supported by the Compact that have been built or rehabilitated and are ready to receive students in accordance with the conditions set out in the Compact. To be considered fully built and ready to receive trainees, a TVET center must not only have completed major works, but also be equipped, have all utilities connected and comply with relevant national and MCC policies on functional safety and security and governance. A TVET center that receives multiple upgrades should only be counted once for the purposes of this indicator. A TVET center will only be counted when all four sources of information are available: (i) the final list of trainees in the first incoming cohort, signed by the director of the center, following completion of infrastructure work and delivery of all equipment (ii) certificate of completion of works; (iii) PV of reception of all equipment; and (iv) the official, approved document or legal agreement establishing the governance structure of the TVET center.
N/A (Process Indicator)		Process	Value disbursed of construction, rehabilitation, and equipping contracts for Compact-supported TVET centers	The amount disbursed of all contracts for the construction, rehabilitation and equipping of TVET centers using Compact funds	Dirham		Fiscal Agent Report (SAP)	MCA Project Manager of the Charaka Fund; MCA Finance Director; Fiscal Agent	Quarterly	This indicator measures the disbursements of all construction / rehabilitation and equipment contracts for the Compact-supported TVET centers. All contracts associated with TVET center construction or rehabilitation, including major construction works, equipping of TVET centers, and utility connections should be included in the calculation of this indicator. This indicator should not include costs associated with the supervision and management of construction / rehabilitation works or other administrative costs linked to implementing the grants facility. The amounts of disbursements must be reported in the quarters during which the invoice payments are made. These amounts will be extracted from the SAP system of MCA Morocco.

N/A (Process Indicator)		Process	Value of contracts signed for the construction, rehabilitation, and equipping of Compact-supported TVET centers	The value of all contracts signed for the construction, rehabilitation, or equipping of TVET centers using Compact funds	Dirham		Contracts signed (including amendments and modifications)	MCA Project Manager of the Charaka Fund; MCA Director of Procurement; Procurement Agent	Quarterly	This indicator measures the contractual value of all signed construction, rehabilitation or equipment contracts for the Compact-supported TVET centers. All contracts associated with TVET center construction, including major construction works, equipping of TVET centers, and utility connections should be included in the calculation of this indicator. This indicator should not include costs associated with the supervision and management of construction / rehabilitation works or other administrative costs linked to implementing the grants facility. The contract value must be declared in the quarter in which the contract is signed. If the value of a contract changes, the increase or decrease in the contract value must be reported during the quarter in which the contract amendment is signed. For contracts that include optional periods, only the value of the base period should be reported until such time as the optional periods are activated via a signed amendment to the contract. Cost sharing by others (e.g., the non-MCC funding component of any co-financing with other donors, government, or third-party actors) should not be included.
N/A (Process Indicator)		Process	Value of contributions committed by the partners as part of the Charaka Fund grant agreements	The total value of funding committed by partners as part of the grant agreements signed through the Charaka Fund	Dirham		Grant Agreements	MCA Project Manager of the Charaka Fund	Quarterly	This indicator corresponds to the sum of the contributions of the various project partners as established in the signed grant agreements. If amendments are made to the grant agreements that alter the amount of co-financing, the change in the cumulative amount reported for this indicator will be made in the quarter when the amendment is signed by all parties. The amount of co-financing for any agreements that are terminated will be removed from the cumulative amount reported in the same quarter as the termination is made effective. Compact funds provided by MCC will not be included in this indicator. However, contributions from the Government of Morocco will be counted under this indicator.
N/A (Process Indicator)		Process	Value of grant agreements signed under the Charaka Fund	The total value of grant agreements that have been signed, including funds committed by the Compact, the Government of Morocco, and other partners	Dirham		Signed grant agreements (including amendments and modifications)	MCA Project Manager of the Charaka Fund; MCA Director of Procurement; Fiscal Agent	Quarterly	This indicator measures the total value of all grant agreements signed under the sub-activity. If the value of a grant agreement is amended, the increase or decrease must be reported in the quarter in which the amendment is signed. Any grant agreements that are terminated will be deducted from the total value reported for this indicator during the quarter in which the termination is made official.
N/A (Process Indicator)		Process	Number of grant agreements signed under the Charaka Fund	The number of grant agreements that have been signed within the framework of the Charaka Fund	Number		Signed grant agreements	MCA Project Manager of the Charaka Fund; MCA Director of Procurement; Fiscal Agent	Quarterly	Any signed grants that are terminated will be removed from the total figure reported.
Operationalizing TVET Sector Policy Reform sub-Activity										
Draft law on vocational training and two implementing decrees developed	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		Official Bulletin	MCA Directorate of Professional Training	Annual	This is a Common Indicator that is reported across all MCC-supported education projects. This indicator will track major policy changes related to the Workforce Development Activity that are national in scope and require approval by the Moroccan Parliament or are officially documented through a similar Decree or a Ministerial "Arrêté". The Compact anticipates, at a minimum, the adoption of a law reforming continuing education and training ("formation continue") including its financing and management (see Annex I-8 of the Compact).
Harmonized expenditure nomenclature and cost benchmark developed		Output	The harmonized expenditure nomenclature and cost benchmark developed	The date on which the harmonized expenditure nomenclature and cost benchmark are developed and approved	Date		The official record ("procès verbal" or PV) of receipt of the corresponding final deliverables from contract EW-25A held by MCA-Morocco: (i) the harmonized expenditure nomenclature; and (ii) the cost referential.	MCA Directorate of Professional Training	Once	This indicator will be reported on only after the following conditions have both been met: (i) the harmonized expenditure nomenclature is developed and approved; and (ii) the cost referential is developed and approved for the 75 training courses. This will require that the corresponding final reports are finalized and approved by MCA-Morocco via a reception report from the project team.
Evaluation and quality assurance system developed and tested		Output	Evaluation and quality assurance system developed and tested	The date on which the evaluation and quality assurance system is developed and tested	Date		The official record (PV) of receipt of the corresponding final deliverables from contract EW-25C held by MCA-Morocco: (i) the external evaluation guide; and (ii) the report on the external evaluation tested across a representative number of TVET centers	MCA Directorate of Professional Training	Once	This indicator will be reported on only after the evaluation and quality assurance system has been developed (an external evaluation guide) and tested in a representative number of TVET centers among the 250 TVET centers that are participating in the study. This requires that the external evaluation report be finalized for all of the TVET centers included in the representative sample.
Institutional architecture and GSI action plans developed		Output	Gender and Social Inclusion (GSI) dimension reinforced in the TVET system	The date on which the institutional architecture and the GSI action plan are developed	Date		The official record (PV) of receipt of the corresponding final deliverables from contract EW-25B held by MCA-Morocco: (i) Institutional architecture; and (ii) GSI action plan	MCA Directorate of Professional Training	Once	This indicator will be reported on only after the following conditions have both been met: (i) the institutional architecture to strengthen the GSI dimension in the vocational training system is developed; and (ii) the GSI action plan is developed. Developed, in this context, means that the corresponding final reports are finalized and approved by MCA-Morocco via a reception report from the project team.
N/A (Process Indicator)		Process	Action Plan for the improvement of gender equity and social inclusion	The date on which the action plan to promote social inclusion and gender equity is approved	Date		Action Plan Adopted	MCA Directorate of Professional Training	Once	
N/A (Process Indicator)		Process	The design of the new financial model of the TVET sector	The date of the approval of the design of the new financial model of the TVET sector	Date		TVET Sector Design Report	MCA Project Manager for TVET	Once	
Results-based Financing for Inclusive Employment sub-Activity										
Unemployed or economically inactive women and at-risk youth retained in formal jobs		Outcome	The number of participants retained in a formal job	The number of participants retained in a formal job at least six months after completion of the results-based financing job placement program	Number	Sex (Female; Male)	Quarterly Verifier's Report	MCA Director of Employment	Quarterly	In order to be considered as retained in a job, participants must complete the training cycle, be employed in a formal job, and remain in that formal job for at least six months (employment contract and declaration of at least 15 days per month of work with the National Social Security Fund during the course of those 6 months) following the date of initial job placement as reported by service provider under the results-based financing job placement program.
Unemployed or economically inactive women and at-risk youth trained and placed into formal jobs		Output	The number of participants initially placed in a formal job	The number of participants initially placed in a formal job after having completed training offered through the results-based financing job placement program	Number	Sex (Female; Male)	Quarterly Verifier's Report	MCA Director of Employment	Quarterly	In order to be considered as placed, a participant must complete the training cycle and be employed in a formal job (employment contract and declared to the National Social Security Fund (CNSS)). Job placement is only counted in relation to the first job of a participant following completion of the training.
N/A (Process Indicator)		Process	The number of participants of the results based financing job placement program	The number of participants who complete the training offered by the new results based financing job placement program	Number	Sex (Female; Male)	Quarterly Verifier's Report	MCA Director of Employment	Quarterly	In order to be considered as a participant in the program, an individual must have completed a training cycle and obtained a training certificate. An individual would not be counted as a participant for the purposes of the indicator in the following instances: (i) training certificate is not provided; (ii) minimum training hours are not achieved; and (iii) number of training hours stated on the training certificate differs from the number of hours of attendance reported for that individual.
RBF Inclusive Employment Fund is developed and launched		Output	Design and implementation tools completed for new results-based financing job placement program	The date on which the design document for the new results-based financing program is approved	Date		Approved Design Deliverable	MCA Director of Employment	Once	
N/A (Process Indicator)		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		Signed technical assistance contract	MCA Director of Employment; MCA Director of Procurement; Procurement Agent	Once	

RBF Inclusive Employment Fund is developed and launched		Output	Number of agreements signed for the Results-based Financing sub-Activity	The number of agreements signed with service providers for the implementation of the Results-based Financing sub-activity	Number		Signed agreements	MCA Director of Employment; MCA Director of Procurement; Procurement Agent	Quarterly	This indicator will count the total number of agreements signed with service providers to implement the Results-based Financing sub-Activity. Each service provider will only be counted once. Any voided or cancelled agreements will not be subtracted from the total reported under this indicator.
N/A (Process Indicator)		Process	Detailed action plan for technical assistance to ANAPEC's TAEHIL program	The date on which the action plan for technical assistance to ANAPEC's TAEHIL program is approved	Date		Deliverable Review Meeting Minutes	MCA Director of Employment	Once	
N/A (Process Indicator)		Process	Number of companies that participated in the Professional Equality Trophy	The number of companies that submitted a complete application for the Professional Equality Trophy	Number		Report of consultant to the Ministry of Labor for the management and organization of the Trophy	MCA Director of Gender and Social Inclusion	Annual	In order to be counted under this indicator, companies must submit a complete application to the Ministry of Labor and Professional Integration (MTIP), including all required files and documents. The Compact is providing technical assistance to the Ministry of Labor for the management and organization of the Professional Equality Trophy. This Trophy is instituted by the Ministry of Economic Inclusion, Small Business, Employment and Skills and rewards companies that are taking concrete steps to improve professional equality within the company.
N/A (Process Indicator)		Process	Promoting gender equitable workplaces technical assistance action plan	The date on which the design deliverables for the gender in the workplace technical assistance action plan are approved	Date		Approved Action Plan	MCA Director of Employment; MCA Director of Gender and Social Inclusion	Once	

Labor Market Observatory sub-Activity

Improved quality and availability of data to inform policy and decision-making		Outcome	Number of reports produced in support of evidence-based policy-making	The number of reports produced from: (i) the digital platform on the supply of and demand for labor based on artificial intelligence and big data; (ii) the Impact Evaluation Initiative; and (iii) the business panel survey	Number		Receipt of final deliverables from the following contracts and agreements: EW-20, EW-43, EW-02	MCA Director of Employment	Quarterly	This indicator takes into account the reports that will be produced by the following partners and service providers: (i) Massachusetts Institute of Technology (MIT) (EW-20 partnership); (ii) Mohammed VI Polytechnic University (UM6P) (EW-43); and (iii) International Consortium for Development in Education (CIDE) (EW-02). Below is a non-exhaustive list of expected deliverables: (a) MIT: (i) e-prospecting, in partnership with ANAPEC; (ii) preschool, in partnership with INDH and ONDH; (iii) soft skills and transversal skills in partnership with EFE; (iv) design of the evaluation of the Idmaj Program, in partnership with the ONMT; (v) Building Capacity to Use Research Evidence (BCURE) in collaboration with the Harvard Kennedy School; and (vi) Evaluation of Social Programs (ESP) with J-PAL through MIT. (b) UM6P: (i) big data infrastructure of the platform; and (ii) operating model & business model. (c) CIDE: enterprise panel survey and supporting reports analyzing the data collected.
Improved labor market information		Output	Smart digital platform developed and operationalized	The date on which the digital platform on labor supply and demand based on artificial intelligence and big data is operational	Date		Platform operation report; MCA signed validation report	MCA Director of Employment	Once	The platform will be considered operational when the partner (who oversees the operationalization of the platform) produces an indicator and analysis report on data relating to the labor market in real time. This report must be validated by stakeholders (MTIP - ANAPEC - MCA)
Labor market policies and programs evaluated using rigorous methods		Output	Completed research projects	The number of research projects having submitted a final report to the Scientific Committee	Number		Research Partner Reporting Scientific Committee Report	MCA Director of Employment	Quarterly	A research project will be counted for the purposes of this indicator once the final research report has been submitted to and been validated by the Scientific Committee.
Labor market policies and programs evaluated using rigorous methods		Output	Completion of the enterprise panel study	The date on which the enterprise panel survey is completed	Date		PV of receipt of the report on the completion of the business panel survey	MCA Director of Employment	Once	The study will be considered as complete when the final report is finalized and approved by MCA via an acceptance report from the project team.
Improved performance management and information system for ANAPEC employment programs		Output	Completion of performance management system improvements	The date on which improvements are completed on the ANAPEC performance management and information system	Date		Official record of receipt of the two deliverables of the EW-42 contract	MCA Director of Employment	Once	This indicator will be populated once the following actions are completed: (i) software development in the form of program management software (software implemented and compliant with DNSSI standards); and (ii) reinforcement of the IT infrastructure (e.g. servers, workstations, firewalls, etc.) to support the software investment.
Improved performance management and information system for ANAPEC employment programs		Output	Revision of program management mechanisms	The date on which the revision of the program management mechanisms is completed	Date		PV of receipt of the three deliverables of contract EW-01 (amendment 11, option period 4)	MCA Director of Employment	Once	This indicator will be populated once the following steps have been completed: (i) Program Management Guidelines developed; (ii) system of monitoring indicators developed; and (iii) provider labeling system carried out.
N/A (Process Indicator)		Process	Submitted research proposals	The number of research proposals submitted for consideration to Scientific Committee	Number		Research Partner Reporting Scientific Committee Report	MCA Director of Employment	Quarterly	The number of complete research proposals submitted in response to the call for projects. To be considered as complete, a research proposal must include all the components and meet all the criteria set forth in the call for projects.
N/A (Process Indicator)		Process	Approved research project proposals	The number of research projects selected by the Scientific Committee	Number		Research Partner Reporting Scientific Committee Report	MCA Director of Employment	Quarterly	The number of project proposals approved by the Scientific Committee.
N/A (Process Indicator)		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		Signed contract	MCA Director of Employment; MCA Director of Procurement; Procurement Agent	Once	
N/A (Process Indicator)		Process	Detailed Action Plan for technical assistance to the Labor Market Observatory	The date on which the action plan for the operationalization of the Labor Market Observatory is approved	Date		Minutes from Activity-level Steering Committee meeting	MCA Director of Employment	Once	

Secondary Education Activity

Integrated School Improvement Model sub-Activity (Lycée ATTAHADI)

Improved completion rate	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	Education level (Lower secondary; Upper secondary); Sex (Female; Male)	MASSAR Data System	Ministry of National Education - Directorate of Information Systems; MCA Director of Secondary Education (DES)	Annual	This indicator tracks the number of students who have obtained a diploma (baccalaureate or college secondary school certificate) in Compact-supported schools. In order to be counted for the purposes of this indicator, the following conditions must be met: (i) at least one year has elapsed since rehabilitation works at the school were substantially completed; and (ii) the student must be enrolled in a Compact-supported school for at least one year at the time they receive their diploma.
Improved acquisition of basic skills and "soft skills"		Outcome	Average score on the national baccalaureate exam	The average score on the national baccalaureate exam of students enrolled in Compact-supported upper secondary schools	Number		MASSAR Data System	Ministry of National Education - Directorate of Information Systems; MCA Director of Secondary Education (DES)	Annual	
Improved promotion rate between grades and transition rate between lower and upper secondary schools		Outcome	Promotion rate	The percentage of students promoted to the next grade	Percentage	Education level (Lower secondary; Upper secondary); Sex (Female; Male)	MASSAR Data System	Ministry of National Education - Directorate of Information Systems; MCA Director of Secondary Education (DES)	Annual	Numerator: Number of promoted students Denominator: Total number of students enrolled The data necessary to report on this indicator are available from the MASSAR system at the end of the school year (July 30 following completion of the academic year). A student is promoted when they complete all requirements and move to the next grade within a given education level. The total number of students enrolled is not calculated until the Ministry of National Education determines that enrollment has stabilized. This usually occurs in early November following the start of the academic year.

Improved promotion rate between grades and transition rate between lower and upper secondary schools		Outcome	Dropout rate	The percentage of students that drop-out of school during the course of a given school year	Percentage	Education level (Lower secondary; Upper secondary); Sex (Female; Male)	MASSAR Data System	Ministry of National Education - Directorate of Information Systems; MCA Director of Secondary Education (DES)	Annual	Numerator: Number of students who have dropped out of school during the course of the current school year, entered at MASSAR level Denominator: Total number of students enrolled The data necessary to report on this indicator are available from the MASSAR system at the end of the school year (July 30 following completion of the academic year). The total number of students enrolled is not calculated until the Ministry of National Education determines that enrollment has stabilized. This usually occurs in early November following the start of the academic year. A student who enrolls on paper but never attends classes or who drops out prior to the stabilization of enrollment in early November will not be counted for the purposes of this indicator (i.e. would not be included in either the numerator or the denominator).
Improved promotion rate between grades and transition rate between lower and upper secondary schools		Outcome	Repetition rate	The percentage of students that repeat the same grade	Percentage	Education level (Lower secondary; Upper secondary); Sex (Female; Male)	MASSAR Data System	Ministry of National Education - Directorate of Information Systems; MCA Director of Secondary Education (DES)	Annual	Numerator: Number of students repeating a grade level, entered at MASSAR level Denominator: Total number of students enrolled The data necessary to report on this indicator are available from the MASSAR system at the end of the school year (July 30 following completion of the academic year). The total number of students enrolled is not calculated until the Ministry of National Education determines that enrollment has stabilized. This usually occurs in early November following the start of the academic year.
More autonomous budgetary management of the 90 schools		Outcome	New operational guide from the Association Supporting School Success is used by schools supported by the Compact	The number of Compact-supported schools that have used at least one authorization according to the new Association Supporting School Success operational guide	Number		Authorization letters approved by the provincial directorates	Provincial Directorate; M&E Regional Coordination Entity focal point	Annual	Expanded authorizations have been granted at the level of the financial management guide of the Association Supporting School Success by the Ministry. The objective behind this indicator is to measure the extent to which Compact-supported schools benefit from these new authorizations. These authorizations make it possible for schools to seek and achieve more autonomy in their operations. The new Association Supporting School Success guide includes the possibility: (i) to increase the maximum amount that can be paid in cash from 500 dh to 3000 dh; (ii) the use of sole source procurement mechanisms; (iii) expanding the types of goods and services that can be purchased; and (iv) possibility of transfers between budget lines without requesting the authorization of the provincial directorate. The provincial directorate of each region will share the different approvals of the requests for amendments submitted by Compact-supported schools. Each establishment will be counted only once, regardless of the number of amendments requested, upon receipt of amendment approval from the provincial directorate.
N/A (Process Indicator)	E-6	Outcome	Students participating in MCC-supported education activities	The number of students enrolled or participating in MCC-supported educational schooling programs.	Number	Education level (Lower secondary; Upper secondary); Sex (Female; Male)	MASSAR Data System	Ministry of National Education - Directorate of Information Systems; MCA Director of Secondary Education (DES)	Annual	This indicator tracks the total number of students enrolled in Compact-supported schools. During each year of the Compact, the total number of new students enrolled in the schools supported by the Compact will be provided by the Ministry of Education. This figure should not include pupils who repeat a year or who have dropped out and then subsequently re-enrolled in a school supported by the Compact. The cumulative total declared is the sum of new students enrolled for each year of the Compact. Students who have graduated, dropped out, or transferred from Compact-supported schools should not be subtracted from the reported total. Note that this indicator is classified at the level of an Outcome according to the Common Indicator Guidance. For the purposes of the Morocco II ISIM sub-Activity, "Students participating in MCC-supported education activities" is considered a Process indicator, as the sub-activity is rehabilitating existing schools in which students were enrolled prior to the implementation of the sub-Activity.
90 schools rehabilitated in accordance with HHS standards and the priorities identified in their SIPs	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		Final reception report (Works Achievement Certificate)	MCA Director of Secondary Education (DES)	Quarterly	The number of schools rehabilitated with Compact funds with an approved certificate of completion. Morocco's Compact II will be rehabilitating existing secondary schools, with no plans to build new secondary schools. Each school, regardless of its size, the magnitude of investments made, or the number of improvements made, will be counted only once for the purposes of this indicator.
90 Schools rehabilitated in accordance with Health-Safety-Hygiene standards and the priorities identified in the ISP		Output	Schools where rehabilitation works are substantially completed	The number of secondary schools where rehabilitation works have been substantially completed in accordance with the construction contract documents, such that classrooms and other facilities can be used for their intended purpose.	Number		Provisional acceptance report; Interim Certificate of Completion	MCA Director of Secondary Education (DES)	Quarterly	The number of schools rehabilitated with Compact funds that have an approved provisional completion certificate. Each school, regardless of its size, the magnitude of investments made, or the number of improvements made, will be counted only once for the purposes of this indicator.
90 better equipped schools		Output	Number of educational facilities totally equipped	The number of schools that have received all furniture, equipment, and teaching materials financed using Compact funds	Number		Certificate of Receipt for IT equipment; Certificate of Receipt for didactic equipment; Certificate of Receipt for specific equipment	MCA Director of Secondary Education (DES)	Quarterly	The number of schools that have received all the equipment financed by the Compact. Each school, regardless of its size or the quantity and value of the equipment provided by the Compact, will be counted only once for the purposes of this indicator.
90 better equipped schools		Output	Number of educational facilities receiving equipment	The number of schools that have received furniture, equipment, or teaching materials financed using Compact funds	Number		Certificate of Receipt for IT equipment or Certificate of Receipt for didactic equipment or Certificate of Receipt for specific equipment	MCA Director of Secondary Education (DES)	Quarterly	The number of schools that have received at least one complete lot of equipment (e.g. IT, didactic, specific) financed by the Compact. Each school, regardless of its size or the quantity and value of the equipment provided by the Compact, will be counted only once for the purposes of this indicator.
90 SIPs developed and validated according to a participatory process and implemented including allocated discretionary budget		Output	School budget spent by the Associations Supporting School Success	Total amount of discretionary budget spent by the Associations Supporting School Success of Compact-supported schools in support of SIPs	Dirham	Region (Tanger Tetouan-Al Hoceima; Marrakech-Safi; Fes-Meknes)	Association Supporting School Success expenditure reports	Directors of Compact-supported schools	Quarterly	The budget amount will be considered to be "spent" when the budget disbursement statement is signed by the President of the Association Supporting School Success. The Treasurer of the Association Supporting School Success proceeds to the payment in cash or with check against a service or an acquired good, the payment is entered in the register of expenses and daily operations (it is the basis of the information of the situation of disbursement)
90 SIPs developed and validated according to a participatory process and implemented including allocated discretionary budget		Output	School budget allocated to the Association Supporting School Success	The total amount of discretionary budgets allocated by the Regional Academy for Education and Training (AREF) to the Association Supporting School Success of Compact-supported schools in support of SIPs	Dirham	Region (Tanger Tetouan-Al Hoceima; Marrakech-Safi; Fes-Meknes)	Transfer order of the discretionary budget signed by the Provincial Directorate	Provincial Directorate; M&E Regional Coordination Entity focal point	Quarterly	A budget amount will be considered to be "allocated" when a transfer order is established by the Provincial Directorate and sealed by the financial co-controller or by the regional treasury.
90 SIPs developed and validated according to a participatory process and implemented including allocated discretionary budget		Output	Number of schools with approved School Improvement plans	The number of individual School Improvement Plans (SIPs) initially approved for implementation, as defined in relevant implementing entity agreements	Number		Approved SIPs	MCA Director of Secondary Education (DES)	Quarterly	
Classroom instructors trained in new teaching methods	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)	BS EUROPE follow-up reports (ESC-40A)	MCA Director of Secondary Education (DES)	Quarterly	According to the design of the training component, each classroom instructor of Math, Life and Earth Science, Physics-Chemistry, French and English must attend three core modules and one optional module. In order to be counted for the purposes of this indicator, Math, Life and Earth Science, Physics-Chemistry, French and English classroom instructors in Compact-supported schools must complete at least the three core modules-as documented through the attendance sheets and training certificates. The trainings can be completed in person, virtually, or some mix thereof. A teacher should only be counted once, even if they are transferred from one Compact-supported school to another Compact-supported school and complete trainings while at both schools.
Classroom instructors trained in new teaching methods		Output	Number of classroom instructors in Compact-supported schools who have completed at least two training modules	The number of classroom instructors from Compact-supported schools who have completed at least two training modules, including one core module	Number	Sex (Female; Male)	BS EUROPE follow-up reports (ESC-40A)	MCA Director of Secondary Education (DES)	Quarterly	The number of classroom instructors from Compact-supported schools from all teaching disciplines who have completed at least two training modules, including at least one core module, as documented through the attendance sheets and training certificates. The trainings can be completed in person, virtually, or some mix thereof. A classroom instructor should only be counted once, even if they are transferred from one Compact-supported school to another Compact-supported school and complete trainings while at both schools.
Administrative staff trained in school management		Output	Trained administrative staff	The number of school directors and administrative personnel of Compact-supported schools who complete training focused on improving school management skills	Number	Sex (Female; Male)	BS EUROPE follow-up reports (ESC-40A)	MCA Director of Secondary Education (DES)	Quarterly	In order to be counted for the purposes of this indicator, school directors and administrative managers of Compact-supported schools must complete at least three training modules as documented through the attendance sheets and the receipt of training certificates. The trainings can be completed in person, virtually, or some mix thereof. Administrative managers include: directors, sensors, material and financial managers, general supervisors, and Association Supporting School Success treasurers.

Administrative staff trained in school management	Output	National and provincial official trained	The number of national and provincial officials who complete Compact-supported training focused on supporting teachers in the implementation of improved management techniques	Number	Sex (Female; Male)	BS EUROPE follow-up reports (ESC-40A)	MCA Director of Secondary Education (DES)	Quarterly	In order to be counted for the purposes of this indicator, national and provincial officials must complete at least three training modules as documented through the attendance sheets and the receipt of training certificates. The trainings can be completed in person, virtually, or some mix thereof. Administrative executives, inspectors, and trainers from the following national, regional and provincial educational entities may receive the training: AREF: Regional Academy of Education and Training DP: Provincial Directorate of Education and Training CRMED: Regional Centre for Educational Trades COPE: Orientation and Planning of Education training center CFIE: Educational Inspectors Training Center
N/A (Process Indicator)	Process	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 Director of Secondary Education (DES)	Quarterly	In the event that there is an amendment, it will be not be counted a second time under this indicator.
N/A (Process Indicator)	Process	Percent disbursed of educational facility construction, rehabilitation, and equipping contracts	The total amount disbursed under contracts for the construction, rehabilitation or equipping of education facilities divided by the total value of all signed contracts.	Percentage		Fiscal Agent Report (SAP)/Contracts signed (including amendment and modification)	MCA Director of Secondary Education (DES)	Quarterly	Numerator = Value disbursed of educational facility construction, rehabilitation, and equipping contracts. Denominator = Value of signed educational facility construction, rehabilitation, and equipping contracts. This indicator will be calculated automatically from the two input indicators cited above for the numerator and denominator. For more information on the calculation of the input indicators, please see the Additional Information provided for these two indicators. All contracts associated with rehabilitation of secondary schools, including major construction works, equipping, and utility connections should be included in the calculation of this indicator. This indicator should not include costs associated with the supervision and management of rehabilitation works or other administrative costs.
N/A (Process Indicator)	Process	Value disbursed of educational facility construction, rehabilitation, and equipping contracts	The amount disbursed of all signed contracts for the construction, rehabilitation, or equipping (e.g. information technology, desks and chairs, electricity and lighting, water systems, latrines) of education facilities using compact funds.	Dirham		Fiscal Agent Report (SAP)	MCA Director of Secondary Education (DES)	Quarterly	This indicator measures all disbursements made under contracts signed for the rehabilitation and equipping of secondary schools. Major construction works, all school equipment (e.g. IT, pedagogical, didactic, etc.) set forth under the sub-activity, and utility connections should be included in the calculation of this indicator. This indicator should not include costs associated with the supervision and management of rehabilitation works or other administrative costs. Disbursement amounts should be recorded in the quarters in which invoice payments are made, as documented in the SAP system of MCA-Morocco.
N/A (Process Indicator)	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.	Dirham		Contracts signed (including amendments and modifications)	MCA Director of Secondary Education (DES)	Quarterly	This indicator measures the contractual value of all signed rehabilitation and equipment contracts for the secondary schools to be rehabilitated. All contracts associated with the rehabilitation of secondary schools, including major construction works, equipping of the schools, and utility connections should be included in the calculation of this indicator. This indicator should not include costs associated with the supervision and management of rehabilitation works or other administrative costs. In cases where an IDIQ contract is used, the value of the signed task orders, rather than the total contract value, should be reported. The contractual value should be reported in the quarter in which the contract or task order is signed. If the value of a contract changes, the increase or decrease in contractual value should be reported in the quarter that the amended contract was signed.
Student Assessment and Education Management Information Systems sub-Activity (MASSAR)									
Improved MASSAR Information System (new functionalities/ module tested and deployed; improved performance and security of the information system; ...)	Output	Number of improved modules in the Education Management Information System (MASSAR)	The number of modules in the Education Management Information System (MASSAR) that are improved through support from the Compact	Number		Official record of receipt of the module	MCA Director of Secondary Education (DES)	Quarterly	The following modules will be improved : - Tooling management; - Monitoring of violence in the school; - Management of social benefits; - School information and guidance; - Inspection and educational control; - Supervision of private education; - Personal management: administrative, pedagogical, attendance time; - Management of the establishment's assets; - Budget management, revenues, expenses, contributors; - Statistics and management indicator of the establishment; - Statistics of schools under the Provincial Direction; and - Website of the school. The module will be considered as improved based on the date of signature of the official record of receipt of the module by the MCA-Morocco project team overseeing this sub-activity. This acceptance report certifies compliance with the specifications and requirements established in the contract regarding the improvement that must be made to the module by the contractor.
Improved MASSAR Information System (new functionalities/ module tested and deployed; improved performance and security of the information system; ...)	Output	Number of newly created modules in the Education Management Information System (MASSAR)	The number of modules in the Education Management Information System (MASSAR) that are newly created through support from the Compact	Number		Official record of receipt of the module	MCA Director of Secondary Education (DES)	Quarterly	The following modules will be created : - Learning assessment system; - Management of school life activities; - Monitoring and analysis of early school leaving; - Management of sports and integrated activities; - Management of purchases, stocks and suppliers of the school; - Management of the documentary center; - Monitoring of the establishment's project and the activities of the management board; - Management of the school's partners; - Digital Work Spaces (ENT). + mobile The module will be considered to be created based on the date of signature of the PV of receipt of the module by the MCA-Morocco project team overseeing this sub-activity. This acceptance report certifies compliance with the specifications and requirements established in the contract regarding the creation of the new modules by the contractor.
New module on prior learning assessment designed for the initial training of teaching staff	Output	Date on which guides for formative assessment and remediation practices produced	The date on which guides for formative assessment and remediation practices produced	Date		Half-yearly report on the main actions of the MCA convention /OECD	MCA Director of Secondary Education (DES)	Once	In order to report on this indicator, the following conditions must be met: (i) guide for formative evaluation produced and validated by CNEED and MCA; (ii) guide for the remediation aspects produced and tested at the level of a sample of schools; and (iii) report produced after the completion of the test on a sample schools.
New module on prior learning assessment designed for the initial training of teaching staff	Output	Date on which the new learning module is designed	The date on which the new learning module is designed for assessment for the initial training of pedagogical managers	Date		Half-yearly report on the main actions of the MCA convention /OECD	MCA Director of Secondary Education (DES)	Once	In order to report on this indicator, the following conditions must be met: (i) diagnostic study of initial training in the assessment of acquired skills completed and (ii) development and validation of the training module.
N/A (Process Indicator)	Process	National learning assessments	The date on which national assessments (PNEA) report is published	Date		PNEA Report	National Body for the Evaluation of Education, Training and Scientific Research Systems	Once	The date of the publication of the PNEA Report by the National Body for the Evaluation of Education, Training and Scientific Research Systems (INE) under the Superior Council of Education, Training and Scientific Research (CSEFRS).
N/A (Process Indicator)	Process	International learning assessments	The date on which PISA report is published	Date		PISA Report	OECD; MCA Director of Secondary Education (DES)	Once	This indicator will be reported once the PISA report is finalized and published on the OECD website. This report includes Morocco for the first time, allowing for meaningful monitoring of Moroccan students.
School Infrastructure and Equipment Operations and Maintenance sub-Activity									

New O&M system deployed (tested)		Output	Operations and Maintenance System is deployed	The start date on which the Operations and Maintenance system is deployed and tested in the Tanger Tetouan-Al Hoceima (TTH) region	Date			Purchase orders	Regional Academy for Education and Training (AREF); MCA Director of Secondary Education (DES);	Once		This is the start of the deployment of the first operations identified as part of the five-year upkeep and maintenance plan. The indicator will be filled in when the service order to start the upkeep and maintenance operations is given.
N/A (Process Indicator)		Process	Selection of the Operations and Maintenance System	The date on which the selection of the Operations and Maintenance System is approved	Date			Letter from the Ministry of the Economy and Finance	MCA Director of Secondary Education (DES)	Once		The choice of the system must be made jointly by the Ministry of National Education and the Ministry of the Economy, Finance and Administrative Reform through written approval by each of these ministries regarding the choice of the system .
N/A (Process Indicator)		Process	Signature of the technical assistance contract for the Operations and Maintenance System	The date on which the technical assistance contract for the design of the Operations and Maintenance System is signed	Date			Signed Maintenance Contract	MCA Director of Secondary Education (DES)	Once		
Land Productivity Project / Governance Activity												
Better management and monitoring of NLS deployment		Outcome	Creation of coordination mechanism for monitoring the implementation of the National Land Strategy (NLS)	Creation date for coordination mechanism for monitoring the implementation of the NLS	Date			Official Bulletin	General Secretary of the Government (SGG)/ANCFCC	Once		
Recommendations and reform projects for the joint ownership of land and the minimum parcel sizes regimes developed	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			Official Bulletin	MCA/Director of Land Governance (Dir GF)/SGG	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. There is no target. The expected result at the end of the Compact consists in the elaboration of draft texts of reforms of the real estate indivision regimes and the SME. The adoption of these texts should go beyond the Compact.
Coordination mechanism for monitoring the implementation of the NLS designed and roadmaps for the implementation of the NLS developed		Process	Number of meetings of Inter-ministerial Commission	Number of meetings of Inter-ministerial Commission per year	Number			Meeting Minutes	Services of the Head of Government/ MCA/Dir GF	Annual		This commission, in which all the stakeholders in the Land sector in Morocco sit, was created in 2016 with the following missions: - Strategic orientations on state land policy - Coordination of the interventions of land stakeholders - Taking the necessary measures for the reform of the land policy - Periodic evaluation of the land policy Operationally, this commission is chaired by the Head of Government, its secretariat is provided by the services of the Head of Government. <u>committee meetings are held once a year and whenever necessary.</u>
Coordination mechanism for monitoring the implementation of the NLS designed and roadmaps for the implementation of the NLS developed		Process	Number of meetings of secretariat of inter-ministerial Commission (Technical)	Number of meetings of secretariat (technical) inter-ministerial Commission per year	Number			Meeting Minutes	Services of the Head of Government/ MCA/Dir GF	Annual		This commission, in which all the stakeholders in the Land sector in Morocco sit, was created in 2016 with the following missions: - Strategic orientations on state land policy - Coordination of the interventions of land stakeholders - Taking the necessary measures for the reform of the land policy - Periodic evaluation of the land policy Operationally, this commission is chaired by the Head of Government, its secretariat is provided by the services of the Head of Government. <u>committee meetings are held once a year and whenever necessary.</u>
Coordination mechanism for monitoring the implementation of the NLS designed and roadmaps for the implementation of the NLS developed		Output	Design of the System for carrying and deploying the (National Land Strategy) NLS	The date of approval of the final deliverable related to the design of the System for carrying and deploying the (National Land Strategy) NLS	Date			Signed acceptance note of the final deliverable	ANCFCC/MCA/Dir GF	Once		The four (4) levers supported and financed by the MCA-Morocco Agency, and which stem from the National Land Strategy are as follows: 1. Facilitate the management and exit from joint ownership; 2. Review the legal provisions applicable to the minimum threshold for the exploitation of agricultural land and subdivision standards; 3. Put in place a governance mechanism in charge of supporting the national land strategy and implementing it; 4. Create a multi-use economic cadaster. The expected result at the end of the Compact is the design of the coordination mechanism. It's implementation should take place beyond the Compact.
Coordination mechanism for monitoring the implementation of the NLS designed and roadmaps for the implementation of the NLS developed Recommendations and draft legal reforms governing regimes of joint ownership of land and the minimum parcel sizes developed		Output	Draft legal reforms relating to the priority levers of the NLS supported by the Compact	The number of Draft legal reforms relating to the priority levers of the NLS supported by the Compact	Number			Signed acceptance notes of the final deliverables	MCA/Dir GF/ANCFCC	Once		
Integrated multi-use economic cadaster information system designed		Output	Design of integrated multi-use economic cadaster information system	The date of approval of the final deliverable related to the design of integrated multi-use economic cadaster information system	Date			Signed acceptance notes of the final deliverables	MCA/Dir GF/ANCFCC	Once		
Center for the Inclusion of Women in Land (CIWL) established		Output	Creation of the Centre for the Inclusion of Women in Land (CIWL)	The date of the administrative act establishing the Centre for the Inclusion of Women in Land (CIWL)	Date			Administrative act of creation of the CIWL	MCA/Dir GF/Ministry of Agriculture	Once		
Communication campaign deployed and online platform and mobile application established to train different actors on the new legal framework governing collective land, including women's land rights (62, 17)	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)		IT Dashboard	Land team / Ministry of Interior.	Quarterly		This indicator provides information on the number of people who have benefited from the training from the online platform and the mobile application on the new legal framework for the ethnic communities lands, from the date of their actual launch.
Technical Assistance for the implementation of priority reform actions of the NLS		Process	Number of Technical assistance contractors hired	The number of -technical assistance contracts #signed to support the implementation of priority actions of the National Land Strategy	Number			TA contracts signed	MCA/Dir GF	Quarterly		The list of TA contracts are as follow: - Design of the governance mechanism in charge of carrying the NLS and its deployment. - Realization of studies for the revision of the joint ownership. - Realization of studies for the revision of minimum parcel sizes regimes. - Multi-use economic cadastre information system design.

Technical Assistance for the implementation of the actions set out in the Implementation Letter related to women's land rights including: - Develop Center for the Inclusion of Women in Land - Deploy communications campaign and develop training program/tools to bring awareness of new legal framework governing collective land (62.17)		Process	Online training platform and mobile application developed	The date of the launch of the online training platform and mobile application to build the capacities of actors on the new legal framework of ethnic communities lands	Date			Signed acceptance notes of the final deliverables about the online training platform and mobile application	MCA/Dir GF/Ministry of Interior	Once	This indicator will be informed once the deliverables related to the launch of the online training platform and mobile application have been received
Land Productivity Project / Rural Land Activity											
The process of title issuance becomes faster and its cost is lower		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			Capitalization Dossier	NST/Rural Land Direction (MCA-M)	Once	This indicator will only refer to Rural Land project and the project is only for individuals in the project area. Some right holders lists were already published, others not. The starting point is the beginning of the socio-economic and parcel surveys in a way that the two previous steps are prior.
The process of title issuance becomes faster and its cost is lower		Outcome	Number of steps to receive a title	Number of steps it takes to receive a title during the melkisation process	Number			Capitalization Dossier	NST/Rural Land Direction (MCA-M)	Other	The consultant will provide this information once for the baseline and once the optimization process has been established. The steps of melkisation are: 1- Determination of the territory to be melkised and cleaning legally the land (Making sure that the collective title has no opposition/conflicts in progress). 2- Establishment of Right holders lists. 3- Carrying out socio-economic and parcel surveys. 4- Realization of technical land subdivision operations. 5- Establishment of Joint Allocation Decrees. 6- Establishment of the land titles in the name of the right holders.
Optimized melkisation procedure allowing efficient & inclusive title formalization process		Output	Government adoption of optimized melkisation procedure	The government has adopted the optimized melkisation process	Date			Joint Circular of the Ministries of the Interior and Agriculture	Rural Land Direction (MCA-M)/Ministry of Interior and Agriculture	Once	
Steering structures and procedures implemented for coordination of rural land stakeholders		Output	Number of steering committee meetings held	The number of steering committee meetings held	Number			Minutes of the Steering Committee Meeting	Rural Land Direction (MCA-M)	Quarterly	
Titles issued and delivered to right holders in the targeted zones, including male and female heirs		Output	Decree that gives the right holder their new parcel	The number of joint decrees giving the parcel to the right holders	Number	Location (Gharb; Haouz)		Joint Allocation Decrees	General Secretary of the Government/NST/Rural Land Direction (MCA-M)	Quarterly	Decrees are approved by the ministries of interior and agriculture and published in the official bulletin
Titles issued and delivered to right holders in the targeted zones, including male and female heirs	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	Land Zone (Urban; Rural); Location (Gharb; Haouz) Household head (Female-headed household; Male-headed household)		List of Right Holder / Land Titles	NST/ANCFCC/Rural Land Direction (MCA-M)	Quarterly	For this compact II, we are only counting household titles, in which, one or more individuals are receiving formal titles, as that is the aim of project. The melkisation process is considered complete once the title is registered at the ANCFCC.
Titles issued and delivered to right holders in the targeted zones, including male and female heirs		Output	Number of right holders/heirs receiving a title	Number of right holders/heirs receiving a formal title by government institutions in the project area	Number	Location (Gharb; Haouz) Right (Right Holder ; heir Sex (Female; Male)		Land Titles	NST/ANCFCC/Rural Land Direction (MCA-M)	Quarterly	Several rights holders/heirs may be registered in indivision in a single land title
Titles issued and delivered to right holders in the targeted zones, including male and female heirs	L-5	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	Land Zones (Urban; Rural); Location (Gharb; Haouz)		Land Titles	NST/ANCFCC/Rural Land Direction (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.
Titles issued and delivered to right holders in the targeted zones, including male and female heirs		Output	Number of titles established	Number of formal titles issued by government institutions	Number	Location (Gharb ; Haouz) Land title owner (Sole Ownership; Joint Ownership)		Land Titles	NST/ANCFCC/Rural Land Direction (MCA-M)	Quarterly	
Titles issued and delivered to right holders in the targeted zones, including male and female heirs		Output	Number of hectares melkised	Number of hectares of land that will be melkised for the regions of Gharb and Haouz	Hectares	Location (Gharb ; Haouz)		Land Titles	NST/ANCFCC/Rural Land Direction (MCA-M)	Quarterly	
Titles issued and delivered to right holders in the targeted zones, including male and female heirs		Output	The average surface area for a parcel	The average surface area for a parcel in the project area	Hectares	Location (Gharb ; Haouz) Land property (Female-owned title; Male-owned title; Joint title)		Land Titles	NST/ANCFCC/Rural Land Direction (MCA-M)	Other	Based on whether the right holder / title holder is male or female, or if there is the joint title that includes both, male and female
Right holders and their households, their heirs and other project participants supported through accompanying measures	Ai-6	Output	Farmers trained	The number of primary sector producers (farmers, ranchers, fishermen, and other primary sector producers) receiving technical assistance or participating in a training session (on improved production techniques and technologies, including post-harvest interventions, developing business, financial, or marketing planning, accessing credit or finance, or accessing input and output markets).	Number	Accompanying Measures agreements (ANLCA ; ONCA ; GCAM) Sex (Female; Male)		Deliverables consultants/Lists of participants	ANLCA/ONCA/GCAM/Rural Land Direction (MCA-M)	Quarterly	This indicator includes Right holders, their heirs and other project participants. The training will be about financial, agricultural, legal and functional literacy skills, which is a crucial aspect of Accompanying Measures, as it is supporting land titling. Every participant will be counted once.
Provide TA to Support Melkisation in Gharb and Haouz Region		Process	Completion rate of parcel surveys	Completion rate of parcel surveys for Gharb and Haouz	Percentage	Location (Gharb;Haouz)		Melkisation Progress Report (NST Information System)	NST/Rural Land Direction (MCA-M)	Quarterly	
Provide TA to Support Melkisation in Gharb and Haouz Region		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 Contract	Rural Land Direction (MCA-M)	Once	
Provide TA to Support Melkisation in Gharb and Haouz Region		Process	Number of collective land titles legally cleansed	The number of collective land titles legally cleansed (Making sure that the collective title has no opposition/conflicts in progress)	Number	Location (Gharb;Haouz)		Progress status of collective land titles	Rural Land Direction (MCA-M)	Quarterly	
Provide TA to Support Melkisation in Gharb and Haouz Region		Process	Number of final subdivision plans approved	Number of final subdivision plans approved by the Ministries of the Interior and Agriculture	Number	Location (Gharb;Haouz)		Official Bulletin (Joint Allocation Decrees)	General Secretary of the Government/Rural Land Direction (MCA-M)	Quarterly	
Provide TA to Support Melkisation in Gharb and Haouz Region		Process	Number of right holders	Number of right holders on the lists published in the Official Bulletin related to the project areas	Number	Location (Gharb; Haouz) ; Sex (Female; Male)		NST ToR / List of AD (Official Bulletin)	General Secretary of the Government/Rural Land Direction (MCA-M)	Quarterly	The baseline is as of 2018/11/22 and is based on TA Melkisation ToR.

Provide TA to Support Melkisation in Gharb and Haouz Region		Process	Number of heirs of right holders	Number of heirs of the deceased right holders within the project areas with an inheritance act	Number	Location (Gharb; Haouz) ; Sex (Female; Male)	List of AD (Official Bulletin) / Inheritance Progress report (Information System)	General Secretary of the Government/Rural Land Direction (MCA-M)	Quarterly	
Provide accompanying measures for right holders and their households, heirs and other project participants		Process	Number of Accompanying Measures conventions signed	The number of conventions signed between partners and MCA to implement Accompanying Measures	Number		Execution agreements and framework contracts signed	Rural Land Direction (MCA-M)	Other	The entities that MCA-M have signed agreements with for the Accompanying Measures are: - Groupement du Crédit Agricole du Maroc (GCAM). - Office National du Conseil Agricole (ONCA). - Agence Nationale de Lutte Contre l'Analphabétisme (ANLCA).
Land Productivity Project / Industrial Land Activity										
Capacity of IZ stakeholders are strengthened in standards and practices for market driven and sustainable IZ	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	Morocco II Industrial Land sub activities (Technical Assistance (TA) ; PPP Pilot Sites ; FONZID) Sex (Female; Male)	Training summary reports	MCA-M/CEILD	Quarterly	Sensitization and other public outreach events do not count as training. The curricula, length, method and intensity of training programs vary and may include workshops, seminars, study trips, or courses. An individual who receives training or technical assistance multiple times should be counted only once, as one individual trained. For Technical Assistance, the training are targeting people from CEILD and ministry of industry including decentralized services. There are focused on legal approach, attractiveness to investors and competitiveness, promotion and marketing, development, planning, management, monitoring, social/economic/environmental impact, sustainability and continuous improvement.
		Process	Percentage of Industrial land activity budget disbursed	Percentage of industrial land activity budget disbursed. The numerator is the amount disbursed. The denominator is \$125 718 750.	Percentage	Morocco II Industrial Land sub activity budgets (TA ; PPP Pilot Sites; FONZID)	SAP	MCA-M/Finance Direction	Quarterly	The industrial land budget (\$127M) has been revised downwards by withdrawing \$1 281 250 which has been reallocated to the Admin budget to cover the implementation of SAP, PMO and ESOC. The salary budget for CEILD staff is added in the TA budget.
		Process	Amount of Industrial land activity budget committed	Amount of industrial land activity budget committed towards each sub activity	US Dollars	Morocco II Industrial Land sub activity budgets (TA ; PPP Pilot Sites; FONZID)	SAP	MCA-M/Finance Direction	Quarterly	The industrial land budget (\$127M) has been revised downwards by withdrawing \$1 281 250 which has been reallocated to the Admin budget to cover the implementation of SAP, PMO and ESOC. The salary budget for CEILD staff is added in the TA budget.
		Process	Amount of Industrial land activity budget disbursed	Amount of industrial land activity budget disbursed towards each sub activity	US Dollars	Morocco II Industrial Land sub activity budgets (TA ; PPP Pilot Sites; FONZID)	SAP	MCA-M/Finance Direction	Quarterly	The industrial land budget (\$127M) has been revised downwards by withdrawing \$1 281 250 which has been reallocated to the Admin budget to cover the implementation of SAP, PMO and ESOC.
		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		Briefing note	MCA-M/DAG	Once	This will be achieved once the staff has moved into the office space.
Extension and revitalization of the industrial zones of Bouznika and Had Soualem: Rehabilitation of the existing zones; Off-site infrastructure (Compact funds) and development of the zone extension areas (in-site) by private partner; and management and maintenance mechanisms. Development of a new Industrial zone in Sahel Lakhayta: Off-site infrastructure (Compact funds) and development of the zone by private partner; and management and maintenance mechanisms		Process	Temporary employment generated	Number of people temporarily employed or contracted by MCA-contracted construction companies	Number	Morocco II Industrial Land sub activities (PPP Pilot Sites ; FONZID) Sex (Female; Male)	Quarterly Contractor(s) Report on generated Temporary employment at the request of M&E Direction	MCA-M/CEILD/Infrastructure Direction	Quarterly	This indicator counts the number of people contracted, not the amount of time that those people were temporarily employed. Even if a person was contracted for 1 day, he/she should be counted. Both local and foreign workers should be included. Disaggregation by work construction types is difficult to be tracked.
Land Productivity Project / Industrial Land Activity / Technical Assistance Sub-Activity										
Standards and practices for market driven and sustainable industrial zones are developed and documented		Output	Documentation on standards and practices on the sustainable industrial zones	Completion date of the document about standards and practices on the sustainable industrial zones	Date	Morocco II Industrial Land sub activities (PPP Pilot Sites ; FONZID)	Signed acceptance note of the deliverable	CEILD	Once	
Legal framework developed and adopted		Output	Legal framework draft developed and adopted	Date on which the legal framework draft was approved by the Moroccan parliament	Date		Official Bulletin	General Secretary of the Government	Once	
Land Productivity Project / Industrial Land Activity / Public Private Partnership (PPP) Pilot Sites Sub-Activity										
Increased private sector involvement in development of zones		Outcome	Amount of private financing leveraged through PPP	The total value of the private partners contributions specified in the signed PPP contracts.	US Dollars	Location (Had Soualem; Bouznika; Sahel Lakhayta)	Signed PPP Contracts	MCA-M/CEILD	Quarterly	
Improved access to demand-driven and sustainable industrial zones for industrial investors		Outcome	Number of hectares of PPP pilot industrial zones	Number of hectares of PPP pilot industrial land specified in the signed PPP contracts	Hectares	Location (Had Soualem; Bouznika; Sahel Lakhayta)	Signed PPP Contracts	MCA-M/CEILD	Quarterly	
Targeted IZs conform better to international best practices and norms including for environment, social performance and gender and social inclusion		Outcome	Percentage of employees in PPP pilot sites zones who have used the social services	Percentage of employees in the zone who have used the social services at least once in the industrial zones of PPP pilot sites	Percentage	Location (Sahel Lakhayta; Bouznika; Had Soualem) Industrial zone Development types (Extension ; Revitalization; Creation); Sex (Female; Male)	Activity reports	Zone manager/business association/Private Partner	Annual	These social services could include : health services, restaurants, nursery, etc.
The extension of the existing industrial zones of Bouznika and Had Soualem are developed and managed through PPPs. The new Industrial zone of Sahel Lakhayta is created and managed through PPP.		Output	PPP contracts signed	Number of PPP contracts signed between the private partners and the government of Morocco	Number	Location (Had Soualem; Bouznika; Sahel Lakhayta)	Signed PPP Contracts	MCA-M/CEILD	Quarterly	
The Industrial zones of Bouznika and Had Soualem are revitalized. The extension of the Industrial zones of Bouznika and Had Soualem are developed and managed through PPPs. The industrial zone of Sahel Lakhayta is created and managed through PPP		Output	Number of industrial zones developed in-PPP pilot sites	Number of industrial zones developed in PPP pilot sites for which infrastructure works has been completed, as part of the work led by MCA-Morocco	Number	Location (Bouznika; Had Soualem; Sahel Lakhayta) Industrial zone Development types (Extension ; Revitalization; Creation)	Signed Work Receipt Report	MCA-M/CEILD/Infrastructure Direction	Quarterly	The revitalized zones will be counted once the rehabilitation works are complete. The extended zones will be counted once the offsite infrastructure works are complete.

The Industrial zones of Bouznika and Had Soualem are revitalized. The extension of the Industrial zones of Bouznika and Had Soualem are developed and managed through PPPs. The Industrial zone of Sahel Lakhayaya is created and managed through PPP	WS-32	Output	Treatment process units within centralized water or wastewater treatment facilities constructed, rehabilitated, or expanded	The number of treatment process units within centralized water or wastewater treatment facilities constructed, rehabilitated, or expanded.	Number	Treatment facility type (Water/Wastewater) Location (Had Soualem ; Bouznika)	Signed Work acceptance report	MCA-M/CEILD/Infrastructure Direction	Other	For Had Soualem, there is a pretreatment (trash rake, oil remover), a biological treatment by low-load activated sludge (2 tanks), a tertiary treatment (sand filter, UV) and a sludge treatment (thickening, wringing and drying). For Bouznika, there is pretreatment (trash rake, oil remover), biological aerated lagoon treatment (4 ponds) and tertiary treatment (sand filter, UV).
Land Productivity Project / Industrial Land Activity / Public Private Partnership (PPP) Pilot Sites Sub-Activity										
Targeted IZs conform better to international best practices and norms including for environment, social performance and gender and social inclusion		Outcome	Percentage of employees in FONZID zones who have used the social services	Percentage of employees in the zones who have used the social services at least once in the industrial zones supported by FONZID	Percentage	Industrial zone Development types (Revitalization ; Creation) Sex (Female; Male)	Activity reports	Zone manager/business association	Annual	These social services could include : health services, restaurants, nursery, etc.
Selected IZs for FONZID funding are created or revitalized, according to international best practices for the development of sustainable IZ		Output	Number hectares of industrial zones supported by FONZID	Total number of hectares of industrial zones supported by FONZID according to the signed Grant agreements	Hectares	Industrial zone Development types (Revitalization ; Creation)	Achievement Report / FONZID Quarterly progress report	MCA-M/CEILD	Quarterly	
Selected IZs for FONZID funding are created or revitalized, according to international best practices for the development of sustainable IZ		Output	Number of industrial zones created or revitalized by FONZID	Total number industrial zones created or revitalized by FONZID Funds for which services and infrastructure works has been completed, as part of the work led by MCA-Morocco	Number	Industrial zone Development types (Revitalization ; Creation)	Achievement Report / FONZID Quarterly progress report	MCA-M/CEILD	Quarterly	
Creation of the Fund for Sustainable Industrial Zones (FONZID): Gap financing; Technical assistance; and measures to improve & extend management & governance structures		Process	Adoption of the FONZID Grant Manual	Adoption date of the FONZID Grant Manual by the COS	Date		Signed Receipt Report for the validation/amendment of FONZID Grant Manual	MCA-M/CEILD	Once	The date of the manual version amended replaces the date on which the initial version is approved by the COS
Creation of the Fund for Sustainable Industrial Zones (FONZID): Gap financing; Technical assistance; and measures to improve & extend management & governance structures		Process	Number of industrial zones supported by FONZID	Number of industrial zone supported by FONZID according to the signed Grant agreements	Number	Industrial zone Development types (Revitalization ; Creation)	Signed Grant Agreements	MCA-M/CEILD	Quarterly	
Creation of the Fund for Sustainable Industrial Zones (FONZID): Gap financing; Technical assistance; and measures to improve & extend management & governance structures		Process	Number of projects supported by FONZID	Number of projects supported by FONZID according to the signed Grant agreements	Number	Industrial zone Development types (Revitalization ; Creation)	Signed Grant Agreements	MCA-M/CEILD	Quarterly	
		Process	External resources leveraged in grant agreements	Total value of partner / co-financing funding contributions leveraged / committed for FONZID.	US Dollars	Industrial zone Development types (Revitalization ; Creation)	Signed Grants Agreements	MCA-M/CEILD	Quarterly	This indicator will take into account each amendment of the signed FONZID Grants Agreements.

Annex II: Indicator Documentation Tables for MIS													
Indicator Level	Indicator Name	Unit of Measure	Indicator Classification	Baseline	Year 1 Jun-17-Jun-18	Year 2 Jul-18 to Jun-19	Year 3 Jul-19 to Jun-20	Year 4 Jul-20 to Jun-21	Year 5 Jul-21 to Jun-22	Year 6 Jul-22 to Mar-23	End of Compact Target		
Education and Training for Employability Project													
Workforce Development Activity													
Private Sector-Driven TVET sub-Activity													
Outcome	Graduates from MCC-supported education activities	Number	Cumulative	0									
Outcome	Number of companies that form partnerships with Compact-supported TVET centers	Number	Cumulative	0									
Outcome	Involvement of the private sector in governance bodies of Compact-supported TVET centers	Percentage	Level										
Outcome	Decisions undertaken by governance bodies of Compact-supported TVET centers	Number	Level										
Outcome	Percentage of Compact-supported TVET centers whose governing bodies establish an annual budget and which provide paid services	Percentage	Level										
Outcome	Percentage of training program curricula in Compact-supported TVET centers developed using a competency-based approach	Percentage	Level										
Outcome	Students participating in MCC-supported education activities	Number	Cumulative	0									
Output	Educational facilities constructed or rehabilitated	Number	Cumulative	0									
Process	Value disbursed of construction, rehabilitation, and equipping contracts for Compact-supported TVET centers	Dirham	Cumulative										
Process	Value of contracts signed for the construction, rehabilitation, and equipping of Compact-supported TVET centers	Dirham	Cumulative	0									
Process	Value of contributions committed by the partners as part of the Charaka Fund grant agreements	Dirham	Cumulative	0									
Process	Value of grant agreements signed under the Charaka Fund	Dirham	Cumulative	0									
Process	Number of grant agreements signed under the Charaka Fund	Number	Cumulative	0									
Output	Legal, financial, and policy reforms adopted	Number	Cumulative	0					1		1		1
Output	The harmonized expenditure nomenclature and cost benchmark developed	Date	Date										
Output	Evaluation and quality assurance system developed and tested	Date	Date										
Output	Gender and Social Inclusion (GSI) dimension reinforced in the TVET system	Date	Date										
Process	Action Plan for the improvement of gender equity and social inclusion	Date	Date			30-sept-18							30-sept-18
Process	The design of the new financial model of the TVET sector	Date	Date			30-Sep-18							30-Sep-18
Results-based Financing for Inclusive Employment sub-Activity													
Outcome	The number of participants retained in a formal job	Number	Cumulative	0							3,284		3,284
Output	The number of participants initially placed in a formal job	Number	Cumulative	0							4,168		4,168
Process	The number of participants of the results-based financing job placement program	Number	Cumulative	0					5,531		5,531		5,531
Output	Design and implementation tools completed for new results-based financing job placement program	Date	Date			31-Mar-18	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
Output	Number of agreements signed for the Results-based Financing sub-Activity	Number	Cumulative	0									
Process	Detailed action plan for technical assistance to ANAPEC's TAEHIL program	Date	Date				30-sept-18						30-Sep-18
Process	Number of companies that participated in the Professional Equality Trophy	Number	Level										
Process	Promoting gender equitable workplaces technical assistance action plan	Date	Date			31-Mar-18							31-Mar-18
Labor Market Observatory sub-Activity													
Outcome	Number of reports produced in support of evidence-based policy-making	Number	Cumulative	0									
Output	Smart digital platform developed and operationalized	Date	Date										
Output	Completed research projects	Number	Cumulative	0									
Output	Completion of the enterprise panel study	Date	Date										
Output	Completion of performance management system improvements	Date	Date										
Output	Revision of program management mechanisms	Date	Date										
Process	Submitted research proposals	Number	Cumulative	0									
Process	Approved research project proposals	Number	Cumulative	0									
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
Secondary Education Activity													
Integrated School Improvement Model sub-Activity (Lycée ATTAHADI)													
Outcome	Graduates from MCC-supported education activities	Number	Cumulative	0							26,906		26,906
Outcome	Average score on the national baccalaureate exam	Number	Level										
Outcome	Promotion rate	Percentage	Level										
Outcome	Dropout rate	Percentage	Level	TBD									
Outcome	Repetition rate	Percentage	Level	TBD									
Outcome	New operational guide from the Association Supporting School Success is used by schools supported by the Compact	Number	Cumulative	0									
Outcome	Students participating in MCC-supported education activities	Number	Cumulative	0							80,719		80,719
Output	Educational facilities constructed or rehabilitated	Number	Cumulative	0					90		90		90
Output	Schools where rehabilitation works are substantially completed	Number	Cumulative	0					90		90		90
Output	Number of educational facilities totally equipped	Number	Cumulative	0					90		90		90
Output	Number of educational facilities receiving equipment	Number	Cumulative	0					90		90		90
Output	School budget spent by the Associations Supporting School Success	Dirham	Cumulative	0									
Output	School budget allocated to the Association Supporting School Success	Dirham	Cumulative	0									
Output	Number of schools with approved School Improvement plans	Number	Cumulative	0	6	34	90	90		90	90		90
Output	Instructors trained	Number	Cumulative	0									
Output	Number of classroom instructors in Compact-supported schools who have completed at least two training modules	Number	Cumulative	0									
Output	Trained administrative staff	Number	Cumulative	0									
Output	National and provincial official trained	Number	Cumulative	0									
Process	Number of partnership agreements signed	Number	Cumulative	0									
Process	Percent disbursed of educational facility construction, rehabilitation, and equipping contracts	Percentage	Level	0									
Process	Value disbursed of educational facility construction, rehabilitation, and equipping contracts	US Dollars	Cumulative	0									
Process	Value of signed educational facility construction, rehabilitation, and equipping contracts	Dirham	Cumulative	0									
Student Assessment and Education Management Information Systems sub-Activity (MASSAR)													
Output	#REF!	Number	Cumulative	0									
Output	#REF!	Number	Cumulative	0									
Output	#REF!	Date	Date										
Output	#REF!	Date	Date										
Process	#REF!	Date	Date				31-Dec-19						31-Dec-19
Process	#REF!	Date	Date				20-Dec-19						20-Dec-19
School Infrastructure and Equipment Operations and Maintenance sub-Activity													
Output	#REF!	Date	Date										
Process	#REF!	Date	Date										
Process	#REF!	Date	Date			18-Jan-18		18-Dec-18					18-Jan-18

Land Productivity Project / Governance Activity										
Outcome	Creation of coordination mechanism for monitoring the implementation of the National Land Strategy (NLS)	Date	Date							
Output	Legal and regulatory reforms adopted	Number	Cumulative	0						
Output	Number of meetings of Inter-ministerial Commission	Number	Level (Cumulative)	0						
Output	Number of meetings of secretariat of Interministerial Commission (Technical)	Number	Level (Cumulative)	0						
Output	Design of the System for carrying and deploying the (National Land Strategy) NLS	Date	Date					31-Jan-23		31-Jan-23
Output	Draft legal reforms relating to the priority levers of the NLS supported by the Compact	Number	Level							
Output	Design of integrated multi-use economic cadaster information system	Date	Date					15-Mar-23		15-Mar-23
Output	Creation of the Centre for the Inclusion of Women in land (CIWL)	Date	Date					15-Mar-23		15-Mar-23
Output	Stakeholders trained	Number	Cumulative	0						
Process	Number of Technical assistance contractors hired	Number	Cumulative	0						4
Process	Online training platform and mobile application developed	Date	Date					31-Jul-22		31-Jul-22
Land Productivity Project / Rural Land Activity										
Outcome	Time for property transactions (First time registration)	Days	Level						734	734
Output	Number of steps to receive a title	Number	Level						6	6
Output	Government adoption of optimized melkisation procedure	Date	Date							
Output	Number of steering committee meetings held	Number	Level (Cumulative)							
Output	Decree that gives the right holder their new parcel	Number	Cumulative	0						
Output	Land rights formalized	Number	Cumulative	0						
Output	Number of right holders/heirs receiving a title	Number	Cumulative	0				Gharb (34 337) ; Haouz (13 872)	Gharb (34 337) ; Haouz (13 872)	Gharb (34 337) ; Haouz (13 872)
Output	Parcels corrected or incorporated in land system	Parcels	Cumulative	0						
Output	Number of titles established	Number	Cumulative	0						
Output	Number of hectares melkised	Hectares	Cumulative	0				Gharb (46 000) ; Haouz (14 686)	Gharb (46 000) ; Haouz (14 686)	Gharb (46 000) ; Haouz (14 686)
Output	The average surface area for a parcel	Hectares	Level	(Haouz: 1.03) ; (Gharb: TBD)						
Output	Farmers trained	Number	Cumulative	0				(ONCA : 114 450 ; ANLCA : 13 000 ; GCAM : 4 500)	(ONCA : 114 450 ; ANLCA : 13 000 ; GCAM : 4 500)	(ONCA : 114 450 ; ANLCA : 13 000 ; GCAM : 4 500)
Process	Completion rate of parcel surveys	Percentage	Cumulative	0				100%	100%	100%
Process	Technical assistance contractor hired	Date	Date							
Process	Number of collective land titles legally cleansed	Number	Cumulative	0				117	117	117
Process	Number of	Number	Cumulative	0				117	117	117
Process	Rural subdivision plans approved	Number	Cumulative	Gharb (6 886) ; Haouz (8 345)				Gharb (17 000) ; Haouz (8 345)	Gharb (17 000) ; Haouz (8 345)	Gharb (17 000) ; Haouz (8 345)
Process	Number of heirs of right holders	Number	Cumulative	0				Gharb (18 337) ; Haouz (5 472)	Gharb (18 337) ; Haouz (5 472)	Gharb (18 337) ; Haouz (5 472)
Process	Number of Accompanying Measures conventions signed	Number	Cumulative	0						
Land Productivity Project / Industrial Land Activity										
Output	Stakeholders trained	Number	Cumulative	0						
Process	Percentage of industrial land activity budget disbursed	Percentage	Cumulative	0				100%	100%	100%
Process	Amount of industrial land activity budget committed	US Dollars	Cumulative	0				125,718,750	125,718,750	125,718,750
Process	Amount of industrial land activity budget disbursed	US Dollars	Cumulative	0				125,718,750	125,718,750	125,718,750
Process	Creation of Center of Expertise for Industrial Land Development (CEILD)	Date	Date							
Process	Temporary employment generated	Number	Cumulative	0						
Land Productivity Project / Industrial Land Activity / Technical Assistance Sub-Activity										
Output	#REF!	Date	Date							
Output	#REF!	Date	Date							
Land Productivity Project / Industrial Land Activity / Public Private Partnership (PPP) Pilot Sites Sub-Activity										
Outcome	Amount of private financing leveraged through PPP	US Dollars	Cumulative	0						
Outcome	Number of hectares of PPP pilot industrial zones	Hectares	Cumulative	0				135	135	135
Outcome	Percentage of employees in PPP pilot sites zones who have used the social services	Percentage	Level	0						
Output	PPP contracts signed	Number	Cumulative	0				1	3	3
Output	Number of industrial zones developed in PPP pilot sites	Number	Cumulative	0				3	3	3
Output	Treatment process units within centralized water or wastewater treatment facilities constructed, rehabilitated, or expanded	Number	Cumulative	0				17	17	17
Land Productivity Project / Industrial Land Activity / Public Private Partnership (PPP) Pilot Sites Sub-Activity										
Outcome	Percentage of employees in FONZID zones who have used the social services	Percentage	Level	0						
Output	Number hectares of industrial zones supported by FONZID	Hectares	Cumulative	0					252	252
Output	Number of industrial zones created or revitalized by FONZID	Number	Cumulative	0					8	8
Process	Adoption of the FONZID Grant Manual	Date	Date							
Process	Number of industrial zones supported by FONZID	Number	Cumulative	0						
Process	Number of projects supported by FONZID	Number	Cumulative	0						
Process	External resources leveraged in grant agreements	US Dollars	Cumulative	0						

Annex III

Modifications to the Morocco Compact Monitoring and Evaluation Plan

Version 2 – May 2022

3.1 Changes to the M&E Plan

The following changes have occurred in the monitoring and evaluation framework since the adoption by the COS of the first version of the Monitoring & Evaluation Plan of the Compact in December 2017:

- The descriptions of Education and Training for Employability and Land Productivity Projects have been updated to reflect the progress made in the implementation of the Compact to date;
- The Logical Frameworks of the Compact and the Projects have been updated to reflect the changes made to the project descriptions and to align with their ongoing progress.
- The status of independent evaluations has been added to reflect current and planned evaluations.

3.2 Changes in Indicators

Education and Training for Employability Project

<i>The harmonized expenditure nomenclature and cost benchmark developed</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Operationalizing TVET Sector Policy Reforms	
	Change Description:	New Indicator
January, 2021	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	Action plan of Operationalizing TVET Sector Policy Reforms are known and there is a new level of result that we are trying to obtain through this indicator

<i>The date on which the Evaluation and Quality Assurance system developed and tested</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Operationalizing TVET Sector Policy Reforms	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	Action plan of Operationalizing TVET Sector Policy Reforms are known and there is a new level of result that we are trying to obtain through this indicator

<i>GIS dimension reinforced in the FP system</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Operationalizing TVET Sector Policy Reforms	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	Action plan of Operationalizing TVET Sector Policy Reforms are known and there is a new level of result that we are trying to obtain through this indicator

<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 Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	Indicator Retired

	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	This indicator has been replaced by the common indicator E-4

<i>Educational facilities constructed or rehabilitated</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
	Change Description:	New Indicator
January, 2021	Justification:	MCC requires new common indicator
	Justification Description:	Indicator has been added to monitor the level of result about TVET created/ rehabilitated and managed in public-private partnership (PPP). MCC uses common indicators to aggregate results across countries within certain sectors and to report those results externally to key stakeholders.

<i>Instructors trained</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
	Change Description:	Indicator Retired
January, 2021	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	There is not a level of result on the logical framework that we are trying to track through this indicator

<i>Directors trained</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	

January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	There is not a level of result on the logical framework that we are trying to track through this indicator

<i>Teachers receiving training in improved pedagogical methods</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	There is not a level of result on the logical framework that we are trying to track through this indicator

<i>Number of students graduating from program`</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	This indicator has been replaced by the common indicator E-7

Graduates from MCC-supported education activities		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	

January, 2021	Change Description:	New Indicator
	Justification:	MCC requires new common indicator
	Justification Description:	MCC uses common indicators to aggregate results across countries within certain sectors and to report those results externally to key stakeholders.

<i>Employed graduates of MCC-supported education activities</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	MCC requires new common indicator
	Justification Description:	MCC uses common indicators to aggregate results across countries within certain sectors and to report those results externally to key stakeholders.

<i>Students participating in MCC-supported education activities</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	MCC requires new common indicator
	Justification Description:	MCC uses common indicators to aggregate results across countries within certain sectors and to report those results externally to key stakeholders.

<i>Percentage of Charaka Fund disbursed</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	

January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	This indicator has no added value in the ITT. it is already the subject of regular monitoring by the financiers

<i>Value of contracts signed for the construction, rehabilitation and equipment of TVET centre</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	It's about following the value of contracts signed for the construction, rehabilitation and equipment of TVET centre which constitute the main intervention of Charaka Fund

<i>Value disbursed of construction, rehabilitation, and equipping contracts of TVET centre</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to ERR recalculation
	Justification Description:	It is a question of following a key parameter in the cost benefit analysis

<i>Charaka Fund investment disbursed</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	

Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	Poorly designed indicator difficult to calculate

<i>Involvement of the private sector in the management of training centers</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Better involvement of the private sector in the management of training centers”.

<i>The percentage of TVET centers that establish a governance body that complies with the PPP organizational model and hold annual meetings</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Better involvement of the private sector in the management of training centers”.

<i>Autonomously managed vocational training centers</i>
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Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “TVET managed in a more autonomous way”.

<i>Percentage of centers whose governing bodies establish an annual budget and which provide services</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “TVET managed in a more autonomous way”.

<i>Share of curative interventions</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria

	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Better budget management, care and maintenance of training centers”.
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<i>Share of programs co-constructed according to the APC and validated by Professionals</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
	Change Description:	New Indicator
January, 2021	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improvement of the quality and relevance of the training programs curricula”.

<i>Number of companies that form partnerships with vocational training centers</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Private Sector-Driven TVET sub-Activity Industry-Driven Technical Training	
	Change Description:	New Indicator
January, 2021	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Quality training that adapts and responds to the needs of the labor market”.

The number of participants initially placed in a job after completion of training		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Results-based Financing for Inclusive Employment sub-Activity	
	Change Description:	Target Modification
January, 2021		

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	0	0		4,168	4,168
	Previous Targets			TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	After finishing the design of the Sub-Activity and signing agreements with partners, the targets are well known						

	The number of placed employees retained in a job							
Project:	Education and Training for Employability Project							
Activity:	Workforce Development Activity							
Sub-Activity:	Results-based Financing for Inclusive Employment sub-Activity							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	0	0		3,284	3,284
	Previous Targets			TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	After finishing the design of the Sub-Activity and signing agreements with partners, the targets are well known						

	Number of participants of the results based financing job placement program							
Project:	Education and Training for Employability Project							
Activity:	Workforce Development Activity							
Sub-Activity:	Results-based Financing for Inclusive Employment sub-Activity							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets			-	-	5 531	5 531	5 531

Previous Targets			TBD	TBD	TBD		TBD
Justification:	TBD replaced with target.						
Justification Description:	After finishing the design of the Sub-Activity and signing agreements with partners, the targets are well known						

<i>Number of agreements signed</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Results-based Financing for Inclusive Employment sub-Activity	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “A new inclusive employment model based on results-based financing (FBR) is developed and implemented”

<i>Number of companies that participated in the trophy</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Results-based Financing for Inclusive Employment sub-Activity	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	

Completed research projects	
Project:	Education and Training for Employability Project
Activity:	Workforce Development Activity
Sub-Activity:	Labor Market Observatory sub-Activity

	Submitted research proposals							
Project:	Education and Training for Employability Project							
Activity:	Workforce Development Activity							
Sub-Activity:	Labor Market Observatory sub-Activity							
	Submitted research proposals							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets			-	-	-	-	-
	Previous Targets			TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:	After finishing the design of the Sub-Activity, it became clear that we no longer expect to determine a target for this indicator						

	Submitted research proposals							
Project:	Education and Training for Employability Project							
Activity:	Workforce Development Activity							
Sub-Activity:	Labor Market Observatory sub-Activity							
	Submitted research proposals							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets		-	-	-	-	-	-
	Previous Targets		TBD	TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:	After finishing the design of the Sub-Activity, it became clear that we no longer expect to determine a target for this indicator						

	Approved research project proposals							
Project:	Education and Training for Employability Project							
Activity:	Workforce Development Activity							
Sub-Activity:	Labor Market Observatory sub-Activity							
	Approved research project proposals							
January, 2021	Change Description:	Target Modification						

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
Revised Targets		-	-	-	-	-	-
Previous Targets		TBD	TBD	TBD	TBD		TBD
Justification:	Work plan update						
Justification Description:	After finishing the design of the Sub-Activity, it became clear that we no longer expect to determine a target for this indicator						

The number of BCURE and ESP (evaluating social programs) trainers and trainees		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Labor Market Observatory	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved labor market information”

Smart digital platform developed and operationalized		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Labor Market Observatory	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved labor market information”

Completion of the firms panel study

Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Labor Market Observatory	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Labor market policies and programs evaluated using rigorous methods initiative”

<i>Completion of performance management system improvements</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Labor Market Observatory	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved performance management and information system for ANAPEC employment programs”

<i>Revision of program management mechanisms</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Labor Market Observatory	
January, 2021	Change Description:	New Indicator

	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved performance management and information system for ANAPEC employment programs”

<i>Number of reports produced in support of evidence-based policy-making</i>		
Project:	Education and Training for Employability Project	
Activity:	Workforce Development Activity	
Sub-Activity:	Labor Market Observatory	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Better data availability for decision support”

<i>Value of signed educational facility construction, rehabilitation, and equipping contract</i>								
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	ATTAHADI model							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:							

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	<i>Percent disbursed of educational facility construction, rehabilitation, and equipping contracts</i>							
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	ATTAHADI model							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:							

<i>Value disbursed of educational facility construction, rehabilitation, and equipping contracts</i>								
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	ATTAHADI model							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:							

<i>Value of co-financing committed as part of the Partnership Fund</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	Difficulty in reporting

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

January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	6	34	90	90	90	90	90
	Previous Targets	6	34	TBD	90	90		90
	Justification:	TBD replaced with target.						
	Justification Description:							

<i>Schools where rehabilitation works are substantially completed</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	While waiting for the issuance of final certificates of completion of works, this indicator makes it possible to monitor school rehabilitation. This is based solely on the provisional certificate of completion

<i>Number of classroom instructors in Compact-supported schools who have completed at least two training modules</i>								
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	ATTAHADI model							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-

Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
Justification:	TBD replaced with target.						
Justification Description:	We no longer expect to determine a target for this indicator because it is difficult to track (double counting risk)						

<i>Instructors trained</i>								
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	ATTAHADI model							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	We no longer expect to determine a target for this indicator because it is difficult to track (double counting risk)						

<i>Trained administrative staff</i>								
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	ATTAHADI model							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	We no longer expect to determine a target for this indicator because it is difficult to track (double counting risk)						

<i>National and provincial official trained</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Administrative staff trained in school management”

<i>Number of extracurricular activities offered</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	Indicator Retired
	Justification:	Cost of data collection for indicator outweighs usefulness
	Justification Description::	Difficulty in reporting

<i>Number of student participates financed by the partnership fund</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	Indicator Retired
	Justification:	Cost of data collection for indicator outweighs usefulness
	Justification Description:	Difficulty in reporting (double counting risk)

<i>Percentage of students in treatment schools that engage in extracurricular activity</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
	Change Description:	Indicator Retired
January, 2021	Justification:	Cost of data collection for indicator outweighs usefulness
	Justification Description:	Difficulty in reporting (double counting risk)

<i>New ASSS operational guide</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
	Change Description:	New Indicator
January, 2021	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about "More autonomous budgetary management of the 90 schools"

<i>Average score in the national baccalaureate exam</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
	Change Description:	New Indicator
January, 2021	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about Improved acquisition of basic skills and "soft skills"

<i>Graduates from Compact-supported lower secondary schools (Colleges)</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	the level of result is followed by the common indicator which is added

<i>Graduates from Compact-supported upper secondary schools (Lycees)</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	The level of result is followed by the common indicator which is added

<i>Promotion rate</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	ATTAHADI model	
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to ERR recalculation
	Justification Description:	It is a question of following a key parameter in the cost benefit analysis

<i>Date on which guides for formative assessment and remediation practices produced</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	Educational Management and Assessment Programs	
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “New module on prior learning assessment designed for the initial training of teaching staff”
<i>Date on which the new learning module is designed</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	Educational Management and Assessment Programs	
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “New module on prior learning assessment designed for the initial training of teaching staff”

<i>Educational Management Information System (EMIS) Improvements</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	Student Assessment and Education Management Information Systems (MASSAR) sub-Activity	
January, 2021	Change Description:	Indicator Retired

	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	The poorly designed indicator, and difficult to calculate

<i>Number of improved massar modules</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	Student Assessment and Education Management Information Systems (MASSAR) sub-Activity	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved MASSAR IS(new functionalities/ module tested and deployed; improved performance and security of the information system; ...)”

<i>Number of newly created massar modules</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	Student Assessment and Education Management Information Systems (MASSAR) sub-Activity	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved MASSAR IS(new functionalities/ module tested and deployed; improved performance and security of the information system; ...)”

<i>Deployment of the O&M System</i>								
Project:	Education and Training for Employability Project							
Activity:	Secondary Education Activity							
Sub-Activity:	New Approach to Operations & Maintenance							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	-	-	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:							

<i>O&M coverage rate</i>		
Project:	Education and Training for Employability Project	
Activity:	Secondary Education Activity	
Sub-Activity:	School Infrastructure and Equipment Operations & Maintenance sub-Activity	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	Indicator has been added to monitor the new level of result in logical framework about “Improved management and monitoring of infrastructure and equipment”

Land Productivity Project

<i>Number of land titles established through immatriculation</i>	
Project:	Land Productivity Project
Activity:	Governance Activity
Sub-Activity:	

January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Number of land titles (National)</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Average number of days to register a property using the standard immatriculation process</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Percentage change in time for property transactions</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		

January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Time for property transactions (Secondary transactions)</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Number of steps to register land title (Immatriculation)</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Number of steps to register land title (Inscription)</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		

January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Number of complaints transmitted to the courts (National)</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Number of complaints that were resolved by the courts</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>The ratio of land that is immatriculated compared to total area of Morocco</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		

January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Priority Elements of National Land Strategy adopted</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	This indicator is not meaningful and is replaced by the indicator on Design of the system for deployment of the NLS.

<i>Number of Technical assistance contractors hired</i>								
Project:	Land Productivity Project							
Activity:	Governance Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	0	-	-	-	-	-	3
	Previous Targets	30/03/2018	-	-	-	-		30/03/2018
	Justification:	Work plan update						
	Justification Description:	We no longer expect to determine a date target for this indicator because the definition have changed.						

<i>Regional dialogues conducted</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Stakeholders in attendance at regional dialogues</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Formal adoption of the National Land Strategy and action plan</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>National Land Conference</i>		
Project:	Land Productivity Project	

Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Irrelevant due to change in Program, Project or Activity scope
	Justification Description:	There is a change about the Activity Scope and there is no longer a level of result that we are trying to understand through this indicator

<i>Number of meetings of Inter-ministerial Commission</i>								
Project:	Land Productivity Project							
Activity:	Governance Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	1	-	-	-	1		1
	Justification:	Corrections to erroneous data						
	Justification Description:							

<i>Land Governance Coordination Mechanism</i>								
Project:	Land Productivity Project							
Activity:	Governance Activity							
Sub-Activity:								
January, 2021	Change Description:	New Indicator						
	Justification:	Relevant due to change in Program, Project or Activity scope						
	Justification Description:	Reform projects relating to the priority levers of the NLS						

		are known and there is a new level of outcome that we are trying to obtain through this indicator
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<i>Design of the System for carrying and deploying the (National Land Strategy) NLS</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Reform projects relating to the priority levers of the NLS are known and there is a new level of result that we are trying to obtain through this indicator

<i>Draft legal reforms relating to the priority levers of the NLS supported by the Compact</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Reform projects relating to the priority levers of the NLS are known and there is a new level of result that we are trying to obtain through this indicator

<i>Design of integrated multi-use economic cadastre information system</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope

	Justification Description:	Reform projects relating to the priority levers of the NLS are known and there is a new level of result that we are trying to obtain through this indicator

<i>Creation of the Centre for the Inclusion of Women in land (CIWL)</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
	Change Description:	New Indicator
January, 2021		
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Related to the actions of the Implementation Letter, there is a new level of result that we are trying to obtain through this indicator

<i>Online training platform and mobile application to build the capacities of actors on the new legal framework of ethnic communities lands</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		
	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Reform projects relating to the priority levers of the NLS are known and there is a new level of result that we are trying to obtain through this indicator

<i>Stakeholders trained</i>		
Project:	Land Productivity Project	
Activity:	Governance Activity	
Sub-Activity:		

	Change Description:	New Indicator
	Justification:	Relevant due to change in Program, Project or Activity scope
	Justification Description:	Reform projects relating to the priority levers of the NLS are known and there is a new level of result that we are trying to obtain through this indicator

<i>Technical Assistance contractor hired</i>								
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	-	TBD	-	-	-		TBD
	Justification:	Workplan update						
	Justification Description:	There should not be a target if the target date was set after the indicator was already completed.						

<i>Government adoption of optimized melkisation procedure</i>								
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	-	30/06/2018	-	-	-		-

	Justification:	Workplan update
	Justification Description:	There should not be a target if the target date was set after the indicator was already completed.

<i>Completion of Household and Parcel Census</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	The new indicator “Completion rate of household and parcel surveys” is more relevant than the existing which to monitor the date of <i>Completion of Household and Parcel Census</i>

<i>Completion rate of parcel surveys</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Unit of measurement of an indicator changed
	Justification Description:	The new indicator “Completion rate of parcel surveys” is more relevant than the existing which to monitor the date of <i>Completion of Household and Parcel Census</i>

<i>Number of collective land titles legally cleansed</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	Target Modification

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	117	117	117
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Workplan update						
	Justification Description:	The targets are known						

<i>Established and adopted decrees for the lotissement</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	The new indicator “ <i>Number of subdivision orders published</i> ” is more relevant than the existing which to monitor the date of the <i>Established and adopted decrees for the lotissement</i>

<i>Number of Subdivision Plans approved</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	<u>The new indicator “<i>Number of Subdivision Plans approved</i>” is more relevant than the existing which to monitor the date of the <i>Established and adopted decrees for the lotissement</i></u>

<i>Number of right holders</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		

January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	<u>This indicator is relevant insofar as it makes it possible to monitor the number of beneficiaries of the Activity</u>

<i>Number of heirs of right holders</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	<u>This indicator is relevant insofar as it makes it possible to monitor the number of beneficiaries of the Activity</u>

<i>Decree that gives the right holder their new parcel</i>								
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	We no longer expect to determine a target for this indicator because the decree could include one or more land title holders						

<i>Land rights formalized</i>								
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Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Workplan update						
	Justification Description:	We no longer expect to determine a target for this indicator because the household could include one or more land title						

	<i>Number of right holders/heirs receiving a title</i>							
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	48 309	48 309	48 309
	Previous Targets				TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	We no longer expect to determine a target for this indicator because the number of parcels will be known after the lotissement process						

	<i>Parcels corrected or incorporated in land system</i>							
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								

January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	We no longer expect to determine a target for this indicator because the number of parcels will be known after the lotissement process						

<i>Number of titles established</i>								
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:	We no longer expect to determine a target for this indicator because it will be known after the phase of Joint allocation orders						

<i>Number of hectares melkised</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria

	Justification Description:	<u>This indicator is relevant insofar as it follows a key variable to quantify the benefices of the Activity</u>
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<i>The average surface area for a parcel</i>									
Project:	Land Productivity Project								
Activity:	Rural land Activity								
Sub-Activity:									
January, 2021	Change Description:	Target Modification							
		Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	Haouz (1,03) ; Gharb (TBD)	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Baseline change / TBD replaced with target							
	Justification Description:	We no longer expect to determine a target for this indicator							

<i>Percentage change in time for melkisation</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator quality is determined poorer than initially thought when included in plan
	Justification Description:	<u>This indicator is impossible to monitor as there is no baseline to calculate it with</u>

	<i>Time for property transactions (First time registration)</i>
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Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	734 days
	Previous Targets	-	-	TBD	TBD	TBD		TBD
	Justification:	TBD replaced with target						
	Justification Description:							

	<i>Number of steps to receive a title</i>							
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	6
	Previous Targets	-	-	TBD	-	-		-
	Justification:	Corrections to erroneous data						
	Justification Description:	After reviewing the definition more closely, it became clear that the target should be known after the melkisation process achievement						

	<i>Number of accompanying measures conventions signed</i>							
Project:	Land Productivity Project							
Activity:	Rural land Activity							
Sub-Activity:								

January, 2021	Change Description:	New Indicator
	Justification:	Work plan update
	Justification Description:	<u>This indicator was added to take into account the scope of the Activity and the logical framework updated</u>

<i>Farmers trained</i>		
Project:	Land Productivity Project	
Activity:	Rural land Activity	
Sub-Activity:		
January, 2021	Change Description:	New Indicator
	Justification:	Work plan update
	Justification Description:	<u>This indicator was added to take into account the scope of the Activity and the logical framework updated</u>

<i>Creation of Center of Expertise for Industrial Land Development (CEILD)</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	31/03/2018						
	Justification:	Work plan update						
	Justification Description:							

<i>Amount of Industrial land activity budget committed towards each sub activity</i>	
Project:	Land Productivity Project
Activity:	Industrial land Activity

Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	125,718,750	125,718,750	125,718,750
	Previous Targets	TBD	TBD	127,000,000	127,000,000	127,000,000		127,000,000
	Justification:	Work plan update						
	Justification Description:							

<i>Amount of Industrial land activity budget disbursed</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							
Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	125,718,750	125,718,750	125,718,750
	Previous Targets	TBD	TBD	127,000,000	127,000,000	127,000,000		127,000,000
	Justification:	Work plan update						
	Justification Description:							

<i>Stakeholders trained</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							

Sub-Activity:								
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:							

<i>Agreement on plan for sustainability of Center of Expertise for Industrial Land Development (CEILD)</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:		
January, 2021	Change Description:	Indicator Retired
	Justification:	Work plan update
	Justification Description:	<u>There is no result on the new logical framework to be following by this indicator</u>

<i>Documentation on standards and practices on the sustainable industrial zones</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	Technical Assistance	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a New Indicator
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator</u>

<i>Legal framework draft developed and adopted</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	Technical Assistance	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator</u>

<i>PPP contracts signed</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	<i>PPP pilot Sites</i>	
January, 2021	Change Description:	New Indicator
	Justification:	Existing indicators do not sufficiently meet adequacy criteria
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator</u>

<i>Number of hectares of industrial zones (Pilot Site)</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							
Sub-Activity:	<i>PPP pilot Sites</i>							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	135	135	135
	Previous Targets	-	-	-	-	-	-	-
	Justification:	Corrections to erroneous data						

	Justification Description:	After the entry into Force of the Compact, the activity evolved in such a way that an appropriate target could be established.
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<i>Number of new industrial zones developed</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							
Sub-Activity:	<i>PPP pilot Sites</i>							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	3	3	3
	Previous Targets	-	-	-	1	1		1
	Justification:	Corrections to erroneous data						
	Justification Description:	After reviewing the definition more closely, it became clear that the target should be three instead of one zone						

<i>Number of industrial zones revitalized</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	<i>PPP pilot Sites</i>	
January, 2021	Change Description:	Indicator Retired
	Justification:	Indicator has been added which is superior in measuring same variable
	Justification Description:	<i>The existing indicator “Number of new industrial zones developed” is more relevant and allows to follow the same result statement of the logical framework as the one retired</i>

<i>Treatment process units within centralized water or wastewater treatment facilities constructed, rehabilitated, or expanded</i>	
Project:	Land Productivity Project
Activity:	Industrial land Activity
Sub-Activity:	<i>PPP pilot Sites</i>

January, 2021	Change Description:	New Indicator
	Justification:	MCC requires new common indicator
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator plus it's a common one</u>

<i>Percentage of employees in PPP pilot zones who have used the social services</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	PPP pilot Sites	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator</u>

<i>Adoption of the FONZID Grant Manual</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	Fund for Sustainable Industrial Zone (FONZID)	
January, 2021	Change Description:	New Indicator
	Justification:	Workplan update
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator</u>

<i>Number hectares of industrial zones supported by FONZID</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	Fund for Sustainable Industrial Zone (FONZID)	
January, 2021	Change Description:	Target Modification

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	252	252	252
	Previous Targets	-	-	-	-	TBD		TBD
	Justification:	TBD replaced with target.						
	Justification Description:							

<i>Number of industrial zones supported by FONZID</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							
Sub-Activity:	Fund for Sustainable Industrial Zone (FONZID)							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD
	Justification:	Work plan update						
	Justification Description:	After finishing the design of the FONZID Sub-Activity, it became clear that there is no target						

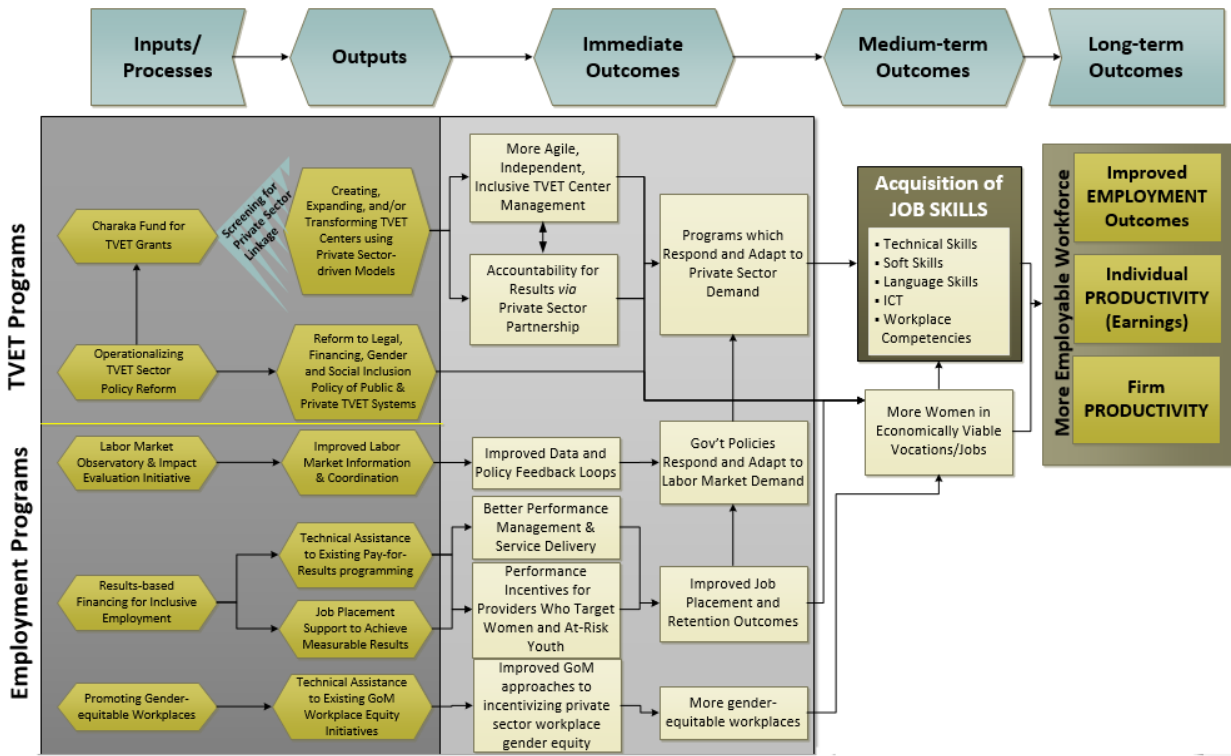
<i>Number of projects supported by FONZID</i>								
Project:	Land Productivity Project							
Activity:	Industrial land Activity							
Sub-Activity:	Fund for Sustainable Industrial Zone (FONZID)							
January, 2021	Change Description:	Target Modification						
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of Compact
	Revised Targets	-	-	-	-	-	-	-
	Previous Targets	TBD	TBD	TBD	TBD	TBD		TBD

	Justification:	Work plan update
	Justification Description:	After finishing the design of the FONZID Sub-Activity, it became clear that there is no target

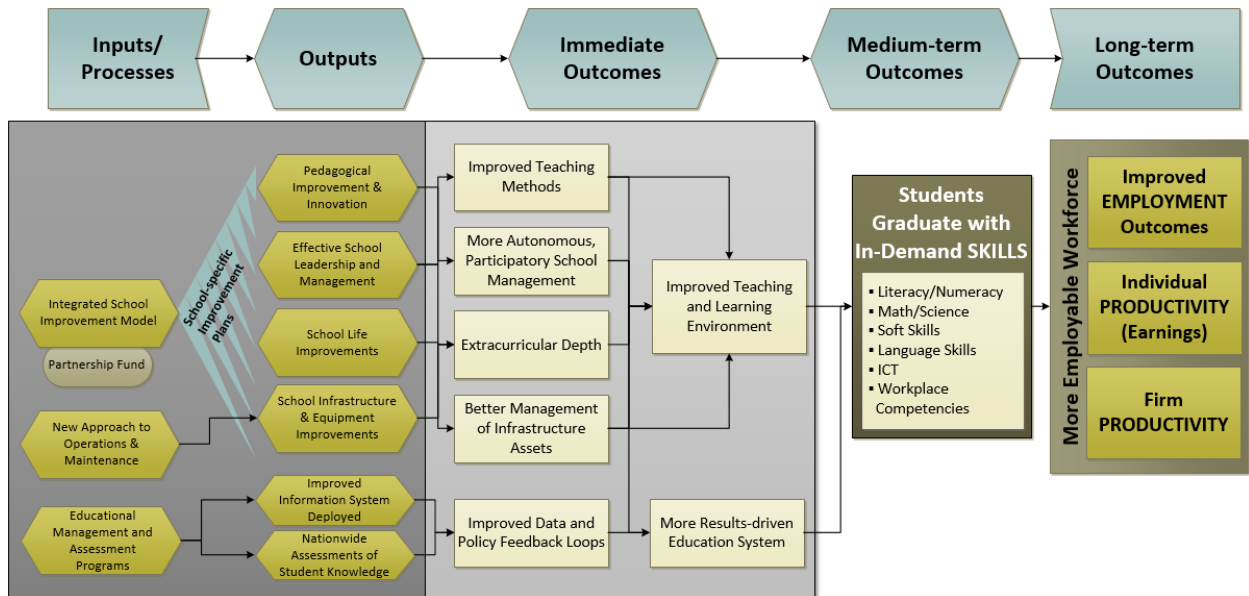
<i>Percentage of employees in FONZID zones who have used the social services</i>		
Project:	Land Productivity Project	
Activity:	Industrial land Activity	
Sub-Activity:	Fund for Sustainable Industrial Zone (FONZID)	
January, 2021	Change Description:	New Indicator
	Justification:	New issues emerged, suggesting importance of a new indicator
	Justification Description:	<u>There is a new result on the logical framework to be following by this indicator</u>

3.3 Previous Program Logic

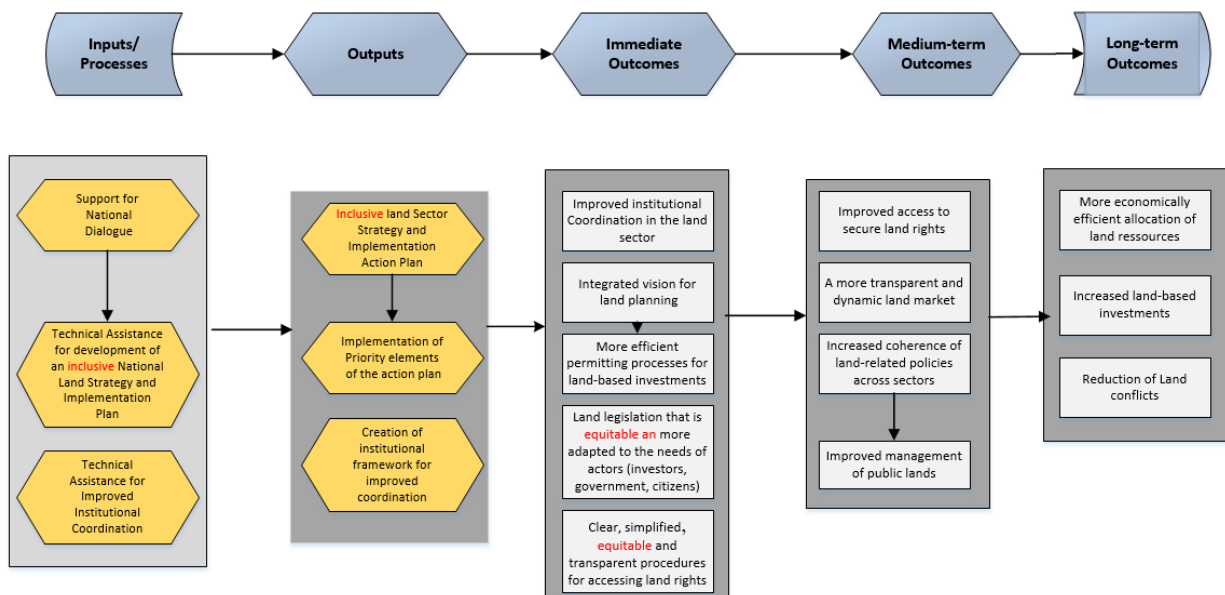
Workforce Development Activity



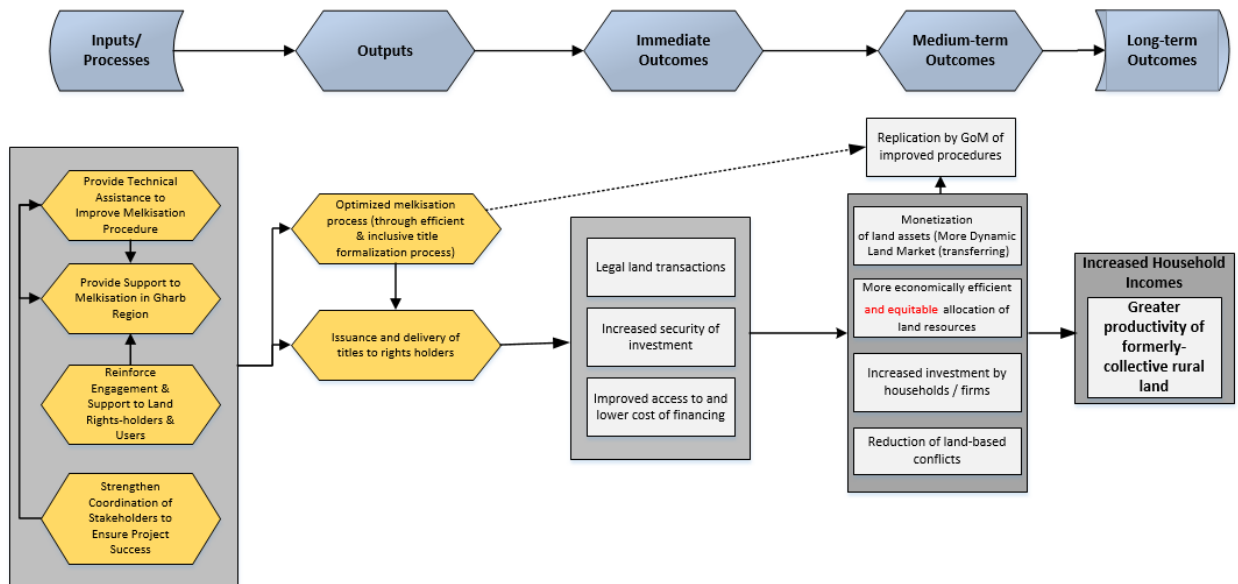
Secondary Education Activity



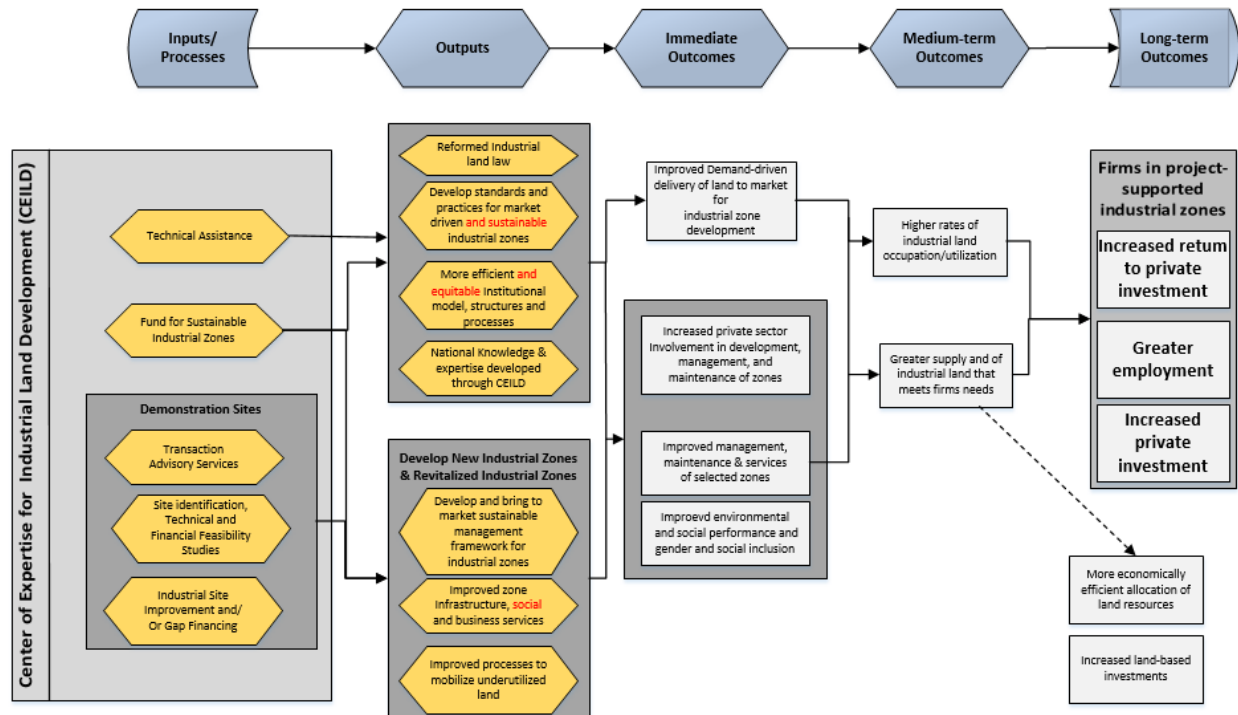
Land Governance Activity



Rural Land Activity



Industrial Land Activity



Annex IV: Evaluation Indicators (Not reported in the ITT)

CI Code	Indicator Name	Definition	Additional Information	Program Logic Result	Disaggregations	Critical link to the ERR
Education and Training for Employability Project / Workforce Development Activity / Private Sector-Driven TVET sub-Activity						
	Employment rate of graduates of TVET centers supported by the Compact in their field of study	The manner in which this indicator will be calculated as well as the timing of data collection (i.e. number of months after completion of the training program) will be established in the Evaluation Design Report for the Workforce Development Activity.		Improved job placement	TVET Center Sex (Female; Male)	Yes
	TBD	The manner in which this indicator will be calculated as well as the timing of data collection (i.e. number of months after construction or rehabilitation of TVET centers is completed) will be established in the Evaluation Design Report for the Workforce Development Activity.		Better budget management and improved operations and maintenance of TVET centers		
Education and Training for Employability Project / Secondary Education Activity / Integrated School Improvement Model sub-Activity (Lycée ATTAHADI)						
	Improvements in student learning in MCC-supported educational schooling programs	The independent evaluation will assess students on numeracy, literacy, and soft-skills. These assessments will measure student learning, even for the youths who drop out of school.	The tests to be administered by the independent evaluation will include a combination of questions from the Moroccan secondary exit exams and international standardized instruments such as those used for the Trends in International Mathematics and Science Study (TIMSS). The evaluator will work with the Ministry of Education to develop the tests and ensure that they contain the appropriate content and are not burdensome to administer. The evaluator will also adjust the difficulty of these tests to be at the level of knowledge that students are expected to achieve at their grade level. For more information, please see the Evaluation Design Report for the Secondary Education Activity.	Improved acquisition of basic skills and "soft skills"	Education level (Lower secondary; Upper secondary) Sex (Female; Male)	Yes
	New teaching methods and practices implemented in MCC-supported schooling programs	The independent evaluation will conduct classroom observations to assess teaching practices and behavior change. These observations will serve as the primary source of information on teacher behavioral change. This information will be triangulated with the teacher self-reports in the teacher survey to improve the validity and reliability of the data. The observations will record teachers' time on task, pedagogical practices, and use of technology to track improvements in instruction.	The quantitative data collection will be completed by qualitative data collection obtained through focus groups with students, teachers, and parents.	Implementation of new teaching methods by teachers	Education level (Lower secondary; Upper secondary) Sex (Female; Male)	
	Participants' perceptions of the physical learning environment in MCC-supported schooling programs	The independent evaluation will conduct focus group discussions with teachers, students, and parents, as well as in-depth interviews with school directors. The focus of the data collection effort will be to understand the implementation process and how the interventions have changed participants' practices and improved the quality of the learning environment and education system.	For more information on the planned qualitative data collection, please see Section III.C of the Evaluation Design Report for the Secondary Education Activity.	Improved and more secure physical learning environment	Education level (Lower secondary; Upper secondary)	
	Participants' perceptions of the management of MCC-supported educational schooling programs	The independent evaluation will conduct focus group discussions with teachers, students, and parents, as well as in-depth interviews with school directors. The focus of the data collection effort will be to understand the implementation process and how the interventions have changed participants' practices and improved the quality of the learning environment and education system. These interviews will seek to answer questions related to perceptions of school-based management, perceptions of autonomy and accountability of schools, and changes in school management practices.	For more information on the planned qualitative data collection, please see Section III.C of the Evaluation Design Report for the Secondary Education Activity.	Better quality of management and governance of the 90 schools	Education level (Lower secondary; Upper secondary)	
Education and Training for Employability Project / Secondary Education Activity / Student Assessment and Education Management Information Systems (MASSAR) sub-Activity						
	Participants' perceptions of the use of data	The independent evaluation will conduct in-depth interviews with schools directors and officials at the Ministry of Education. These interviews will seek to answer questions related to the use of data to inform school needs and performance and the use of data to inform policy and decision making.	For more information on the planned qualitative data collection, please see Section III.C of the Evaluation Design Report for the Secondary Education Activity.	Enhanced and improved tools, data, and monitoring to support decision making		
	Participants' perceptions of the quality and availability of data	The independent evaluation will conduct focus group discussions with teachers and parents. The focus group discussions with teachers will include a prompt related to the utility of the student assessments and Education Management Information System (MASSAR) in helping to improve student learning. The focus group discussions with parents will explore their knowledge of students' school performance (e.g. attendance, test scores, grades, etc.). In parallel, in-depth interviews with school directors and officials at the Ministry of Education will explore questions related to the implementation of MASSAR and student assessments.	For more information on the planned qualitative data collection, please see Section III.C of the Evaluation Design Report for the Secondary Education Activity.	Improving the quality and availability of data on secondary education; and Improved quality of data on secondary student assessment and achievement in Morocco		
Education and Training for Employability Project / Secondary Education Activity / School Infrastructure and Equipment Operations & Maintenance sub-Activity						
	Participants' perceptions of the new Operations & Maintenance System	The independent evaluation will conduct in-depth interviews with officials at the Ministry of Education. These interviews will include prompts related to the strengths and weaknesses of the new O&M plan, the implementation process for O&M, and the sustainability of the new O&M system.	For more information on the planned qualitative data collection, please see Section III.C of the Evaluation Design Report for the Secondary Education Activity.	Improved management and monitoring of infrastructure and equipment		
Land Productivity Project / Rural Land Activity						
	Number of conflicts on land being melkised	The number of conflicts reported/documented in the project area	Once the land has gone through the melkisation process there should be a long-term reduction in conflict, as each right holder/heir will have clearly defined parcels	Reduction of land-based conflicts	Gharb ; Haouz	
	Average expenses on agriculture inputs per Ha	Average expenses on agriculture inputs per hectare	This data only represents the project area	Better valorization of agricultural land (investment, inputs and techniques)	Gharb ; Haouz	Yes
	Average annual crop yield per Ha	Average annual crop yield per hectare related to the project area		Greater productivity of formerly-collective rural land	Gharb ; Haouz ; Cereals ; Vegetables ; Legumes ; Arboriculture	Yes
	Average agricultural income per Ha	Average Moroccan Dirham (MAD) earned per HA of agricultural land in crop yield and livestock yield		Increased Household Incomes	Gharb ; Haouz ; Crop Yield; Livestock Yield	
	Perceptions of security	Percentage of title holder feeling secure as a result of title issuance	Percentage of title holder feeling secure as a result of title issuance, calculated through perception survey	Increased security of newly formalized rights	Gharb ; Haouz ; Not worried at all ; not worried ; worried ; very worried ; other (don't know or do not prefer to say)	

	Percentage of title holders who received a loan	Percentage of new title holders who are approved for a loan using their melkised parcel(s) as collateral		Improved access to land and lower cost of financing	Gharb ; Haouz	
	Total amount of loans approved	Dirham amount of loans approved for title holders using newly melkised parcels as collateral		Improved access to land and lower cost of financing	Gharb ; Haouz	
	Number of land transactions per year	Number of land transactions (sales) per year for parcels in the project area	The sales are done by right holders/heirs after the titles are issued	Dynamic Land Market (land transactions)	Gharb ; Haouz; Male Female	
	Value of targeted land for rent	Value per hectare of targeted land for rent, related to the project area		Increased value of land	Gharb ; Haouz	
	Value of targeted land for sale	Value per hectare of targeted land for sale, related to the project area		Increased value of land	Gharb ; Haouz	
Industrial Land Activity						
Demonstration Sites Sub-Activity						
	Unutilized land brought in to use in existing zones	Number of hectares of land unutilized at baseline which will become valorized	This indicator is calculated for the existing industrial land of Had Soualem and Bouznika	Higher rates of industrial land valorization	Had Soualem; Bouznika	Yes
	Valorization rate in the Demonstration Sites industrial zones	Average of the valorization rates calculated for each Demonstration Site Industrial Zone	This indicator is calculated for the three industrial zones, extension included. Valorization/utilization rate means percentage of hectares in Demonstration Sites Industrial Zones, which demonstrate economic activity (Active Ha/Total Ha)* *Active = the business is occupying the land and functioning	Higher rates of industrial land valorization	Had Soualem; Bouznika ; Sahel Lkhyayta	Yes
	O&M budget disbursed by the private partner for Demonstration Sites industrial zones	Percentage of operations and maintenance (O&M) budget disbursed by the Private partner for the Demonstration Sites Industrial Zones	The existing industrial land of Had Soualem and Bouznika are not obliged to participate or benefit from the resources offered by the private partner	Increased involvement of private sector in the management, maintenance of targeted zones	Bouznika Had Soualem ; Sahel Lakhayayta	
	Firms private investments in the Demonstration Sites industrial zones	Total amount of private investments of the firms that are located in the Demonstration Sites industrial zones	This indicator is calculated for all new firms in the targeted zones after the signature of the PPP contracts	Increased private investment in industrial firms	Sahel Lakhayayta (no disaggregation) ; Bouznika (extension ; rehabilitation) Had Soualem (extension ; rehabilitation)	
	Total number of employees in the Demonstration Sites industrial zones	Total number of staff employed by the firms installed in the supported zones		More jobs are created	Bouznika Had Soualem ; Sahel Lakhayayta ; male ; female	
Fund for Sustainable Industrial Zone (FONZID) Sub-Activity						
	Valorization rate for the industrial zones supported by the FONZID	Average of the valorization rates calculated for each FONZID Industrial Zones	Valorization/utilization rate means percentage of hectares in FONZID Industrial Zones, which demonstrate economic activity (Active Ha/Total Ha)* *Active = the business is occupying the land and functioning	Higher rates of industrial land valorization	Revitalization ; Creation	Yes
	O&M budget disbursed by the zone manager/ business association for industrial zones supported by the FONZID	Percentage of operations and maintenance (O&M) budget disbursed by the zone manager / business association for the FONZID Industrial Zones		Increased involvement of private sector in the management, maintenance of targeted zones	Revitalization ; Creation	Yes