

**PROGRAM-FOR-RESULTS INFORMATION DOCUMENT (PID)
APPRAISAL STAGE**

Report No.: PIDA0136169

Program Name	Strengthening Agri-Food Value-Chains
Region	Middle East and North Africa Region
Country	Kingdom of Morocco
Sector	Agriculture and Trade & Competitiveness Global Practices
Financing Instrument	Program for Results
Program ID	P158346
Parent Program ID	N/A
Borrower(s)	The Kingdom of Morocco
Implementing Agency	The Ministry of Agriculture, Marine Fisheries, Rural Development, Water and Forests (MAPMDREF)
Date PID Prepared	October 10, 2017
Estimated Date of Appraisal Completion	October 27, 2017
Estimated Date of Board Approval	December 21, 2017

I. Country Context

1. With a population of 33.8 million Morocco has carried out major political and institutional reforms over the past 16 years, to gradually liberalize the economy, restructure the financial system, strengthen the rule of law, and guarantee fundamental human rights. These reforms led to a significant improvement in economic performance and poverty reduction: extreme poverty has virtually been eradicated and several social indicators are turning positive, including a declining fertility rate (2.2 in 2015), an increase in life expectancy, and greater access to education, health and water services.

2. However, major socio-economic challenges remain with regards to the quality and sustainability of growth and, specifically, closing the urban-rural gap. Private sector activity has slowed down in recent years and net job creation has been modest (50,000 net new jobs a year with an expanding working age population: approx. 270,000 a year). The integration youth entrants in the labor market (44 percent of the working age population), is a major challenge. Unemployment rate increased to 10.1 percent at the end of 2015, reaching 21.4 percent among youth. With regards to income levels, the disparity between urban and rural living standards is amongst the highest in MENA. Although they account for 40 percent of the Moroccan population, rural inhabitants represent 79 percent of the 1.6 million poor and 62 percent of the 5.4 million vulnerable (HCP, 2014). Morocco has also one of the lowest share of female labor market participation, with less than one-quarter of working-age women active in the labor market.

II. Sectoral and Institutional Context

Contribution of the agri-food sector to inclusive growth

3. **The agriculture sector will play a fundamental role in ensuring sustainable and inclusive growth in the future.** First, Morocco's GDP growth is strongly correlated with that of agriculture GDP. Agriculture was the fastest growing economic sector from 2000 to 2015, and the share of agriculture in Morocco's GDP has fallen very slowly remaining at 15 percent in 2015. Second, agricultural exports represented 23 percent of total exports in 2014. Third, the agriculture sector is the first employer in Morocco, representing 41 percent of total employment (an estimated 4 million people) and 85 percent of employment in rural areas. Women actively engage in agriculture, with 57 percent of the female population participating in agricultural work. The pace, quality and sustainability of transformation of the agriculture sector will therefore have a direct impact on the country's key socio-economic development challenges.

4. **The growth of the agriculture sector has been strong overall.** From 2008 to 2014, agricultural GDP has increased by 7.7 percent per year compared to 4.4 percent for the rest of the economy, although with strong annual variations due to the sector's vulnerability to climate variability. High agricultural GDP growth has been driven by a 70 percent increase in agricultural investments mainly in mechanization and irrigation and increased agri-food exports (which increased by 40 percent in value) facilitated by agriculture export agreements with the European Union. Growth projections to 2020 indicate that the agriculture sector has the potential to continue to grow at high rates subject to the continuation of sound reforms and investments (IMF, 2015). The agriculture sector has been diversifying towards high-value products for which Morocco has a comparative advantage, such as citrus, tomatoes, strawberries, grapes, melons and peppers, particularly for exports to European and African markets. Changing consumer demand on domestic markets – as urbanization accelerates and diets diversify towards higher-value food products – also present opportunities for Moroccan producers.

5. **High-value crops (such as fruit and vegetables, including citrus) account for over 50 percent of added value in the sector.** Approximately 64 percent of agricultural growth since 2008 was driven by high-value, export oriented sub-sectors, including horticulture, citrus and other tree crops (citrus experienced the highest growth rate at 12 percent per year on average). The Government's agricultural sector strategy, the *Plan Maroc Vert* (PMV), contributed to this performance by supporting the plantation of 400,000 hectares of high-value crops (olive, citrus and other fruit trees), improved water management (the conversion of 220,000 ha to drip irrigation) and better access to improved agricultural inputs. As of 2013, high-value products (defined under the PMV as horticulture, citrus, other fruit trees, olive and industrial crops) represented one third of the total value-added of the agricultural sector and up to three million jobs. During the 2008-2013 period, all those sub-sectors saw an increase in productivity (3 percent per year on average for horticulture, 4 percent for citrus, 7.2 percent for other fruit trees and 1.7 percent for olive) and in planted areas.

6. **The olive sub-sector could contribute more substantially to inclusive growth including in lagging regions.** Moroccan olive production costs are competitive including in less favored regions. Approximately 400,000 Moroccan producers are involved in olive production.

However, the low quality of Moroccan olive oil constrains the growth of exports. As of 2010, extra virgin olive oil only represented an estimated 5 percent of the oil olive produced in Morocco¹, and virgin and ordinary olive oil another 35 percent. While demand for olive has been growing on world markets, it is growing faster for virgin and extra-virgin olive oil, which also convey important price premiums (e.g. in 2013, importing countries paid on average 80 percent more for virgin olive oil than *lampante* oil²).

7. The dualistic nature of the agriculture sector is affecting small producers' ability to participate and benefit from strong sector growth. Less than one percent of farmers—representing 14 percent of cultivated land— have highly profitable, commercial, and export-oriented farms. Most small farms are operated by older household heads with low education levels. These heads-of household lack technical know-how and rarely use modern technologies. Notwithstanding those structural issues, the emergence of more commercially-oriented family farms and medium-size farms has been observed in the past decade, particularly in favorable agricultural areas. Increasing the productivity of small and medium farms, improving producers' integration with modern value-chains and diversifying employment opportunities beyond the farm gate will be critical for further progress on poverty reduction and inclusive growth in rural areas.

8. There are concerns about the sustainability of the current agricultural growth pattern. The agricultural growth path followed by Morocco since 2008 has been relatively extensive, and growth is now getting constrained by the rarefaction of key resources (such as land and water). The agri-food sector is also highly vulnerable to climate variability resulting in the high volatility of agricultural GDP. Morocco is susceptible to chronic drought³, and climate change is likely to exacerbate water scarcity, reduce yields, and increase volatility of agricultural production, with substantial variation between regions⁴.

9. The growth of agro-industry has not kept pace with the growth of the agriculture sector. Agro-industry is the second largest industrial sector representing 27 percent of industrial GDP and five percent of total GDP. The sector's value-added is around MAD30 billion (US\$3 billion). However, its growth has been lower than that of the manufacturing sector and that of (primary) agriculture over the past years. While agro-industrial exports have increased in value, volumes have remained constant over the past decade. Agro-industrial goods are mostly destined for the domestic market, with exported goods accounting for only 12 percent of total industrial exports. It is estimated that close to 40 percent of the revenues generated by enterprises in the agro-industrial sector relate to the processing of imported products (milling, tobacco, sugar beverages, etc.) rather than adding value to domestic agricultural production.

10. Market conditions are favorable to a higher growth of the agri-food sector in Morocco and tapping into that potential will require the development of a larger and

¹ This compares to 65 percent in Tunisia and Egypt, 70 percent in Greece and 45 percent in Spain.

² World Bank, Agriculture Global Practice, June 2017: Inclusive agricultural growth in Morocco – A deep dive into the citrus and olive value-chains

³ For example, the 1994/95 drought caused agricultural GDP to fall by 45 percent and total GDP to fall by 8 percent.

⁴ World Bank - Morocco study on the impact of climate change on the agricultural sector 2009: René Gommès, FAO/NRC Tarik El Hairech, DMN Damien Rosillon, consultant Riad Balaghi, INRA Hideki Kanamaru, FAO/NRC

stronger fabric of agribusiness enterprises able to competitively add value to agriculture produce and to meet the demand of domestic and export markets. Investments in the agri-food sector have been limited and concentrated with large players, in part because public support and incentives to investments are not adapted to SMEs. The diagnostic of the agri-food sector carried out by the Ministry of Agriculture and Marine Fisheries (MAPMDREF)⁵ in 2014 through interviews with 60+ players across the industry indicates that sector performance is hindered by binding constraints at firm level, particularly limited investment by SMEs, lack of capacity for product innovation, and difficulties accessing modern marketing networks. Finally, many small producers and SMEs still lack the capacity to comply with stringent (public and private) food safety, quality, traceability, labeling, and environmental sustainability requirements imposed by high value export markets.

Institutional Context

The Ministry of Agriculture, Marine Fisheries, Rural Development, Water and Forests (MAPMDREF) is responsible for elaborating and implementing the Government's agriculture and rural development policy. The Plan Maroc Vert (Green Morocco Plan), launched in 2008, is the Government's strategy for the development of the agriculture sector.. MAPMDREF has refocused on its core regulatory functions while service delivery and investment support in agriculture have been delegated to the regional and local level⁶, autonomous agencies and the private sector through public-private partnerships. Finally, one of the core objectives of the PMV is to create an enabling environment to crowd-in additional investments from the private sector. The Ministry coordinates the implementation of the PMV with the support of several autonomous agencies that it oversees as well as with other government agencies and ministries.

11. **To improve value-chain integration and public-private dialogue, intra-branch professional associations (*Interprofessions*) were institutionalized in 2012 (Law 03-12).** Under the Law, the Interprofessions are mandated to organize private operators in the sub-sector that they represent (from producers to processors and exporters) and to implement a broad set of actions (such as market research and development, research and extension programs, dissemination norms and standards, and the promotion of labels of quality). There are also several categories of producer organizations, including Agriculture Chambers (*Chambres d'Agriculture*), Federations, cooperatives (and their union), associations, and Economic Interest Groups (*Groupements d'Interet Economique*, GIE).

III. Program Scope

12. In selecting areas for support under the proposed P4R, the following considerations provided the basis for the definition of the Program scope and boundaries:

⁵ Définition d'une stratégie de développement du secteur des industries agroalimentaires et accompagnement à l'élaboration d'un projet de contrat-programme Marché N°14/2014, Roland Berger consulting, April 2014.

⁶ Through MAPMDREF's deconcentrated offices (*Directions Régionales de l'Agriculture* – DRAs and *Directions Provinciales de l'Agriculture* - DPAs)

- a. The Program would be aligned with the recommendations of the mid-term review of the PMV for greater emphasis on agri-food value-chains development. Substantial progress has been made at farm level, under the PMV, in terms of increasing production and productivity, whereas important bottlenecks remain to be addressed beyond the farm-gate. The Program would support and help improve PMV's interventions that address those bottlenecks in order to create new market opportunities that will drive further investments in the sector;
- b. The Program would apply the principles of "maximizing finance for development" and seek to maximize private sector investments in the agri-food sector by improving selected regulations, instruments and programs impacting private sector engagement in the sector;
- c. The Program would selectively support interventions that have the potential to accelerate the broader transformation of the agri-food sector towards greater added-value and inclusion of small and medium producers with markets (such as the reform of wholesale markets; the use of ICT for producers' access to information; the promotion of commercial partnerships between producers and buyers; strengthening the ecosystem for development of agribusiness enterprises; etc.);
- d. Program interventions would be focused on key areas of the Government's program where the Bank's international experience can be brought in to improve existing instruments and continue the reform efforts supported under the previous DPL series;
- e. The Program would serve as a leverage to facilitate multi-stakeholder dialogue and reforms. The design of the Program recognizes that it can provide a platform to facilitate dialogue and accelerate the implementation of reforms in areas that require good intra-governmental coordination as well as public-private partnerships (such as the wholesale market reforms, the implementation of the food safety law, or the strengthening of the newly-created interprofessions); and
- f. Transversal measures would be complemented by support to selected value-chains. Considering the breadth of the Government program both with regards to transversal reforms and investment support, Program support for increased coordination and investments at value-chain level would be focused on two high priority sub-sectors (olive and citrus) under the PMV, with the understanding that success in those two sectors could subsequently serve as a blue print for other sub-sectors.

13. To achieve its development objective, the Program would invest in two areas: (a) *increased market efficiency and integration*, by (i) strengthening the capacity of intra-branch organizations; (ii) Supporting vertical and horizontal integration through investment in processing capacities and the inclusion of small and medium producers; (iii) upgrading selected market infrastructure and improving their management and (iv) developing agriculture market information systems; and (b) *improved quality and added-value of agri-food products*, by (i) enabling risk-based implementation of the national food safety law and regulations, (ii) promoting quality standards and certification systems, (iii) improving access to business development and technical support services for producers and agribusiness SMEs and their readiness for access to finance and investments, and (iv) financing innovation.

14. **Result Area 1 – Increased market efficiency and integration.** Result area 1 aims at improving market efficiency and transparency, and facilitating the integration of small and medium producers and enterprises with modern value-chains. The proposed Program would support the following four sub-programs of the PMV in order to reach that objective:

- a. *Strengthening the interprofessions.* The proposed Program would provide financial and technical support to strengthen the capacity of at least two interprofessions (Maroc Citrus and Interprolive) so as to enable them to carry out their missions under Law 03-12 and to become effective and inclusive platforms for intra-branch coordination and public-private dialogue. Program activities would focus on the preparation of their respective business plans (specifically covering: revenue mobilization and sustainability including through the signature of intra-branch financing agreements for each interprofession, strategic activities, improvement of representativeness, and capacity building) and financing the subsequent execution of those business plans;
- b. *Support for the integration of small and medium producers with markets.* The proposed Program would support adjustments to existing PMV instruments for the promotion of private investment with a view to improving their structuring impact on selected value chains as well as better inclusion of and access to finance for small and medium producers and enterprises, including (i) the amendment of Law 04-12 on aggregation to allow for direct sales of fruit and vegetables from aggregation projects to supermarkets and other modern commercialization platforms, (ii) incentives for value-addition under the universal FDA support scheme; and (iii) the piloting of a new support mechanism (including technical assistance and access to finance) to support producer groups interested in entering in commercial partnerships with buyers. The proposed Program would initially finance projects in the olive and citrus sub-sectors prepared and implemented following those enhanced operational modalities (support could be extended to other sub-sectors during implementation, subject to further appraisal);
- c. *Modernizing the management of wholesale markets.* The proposed Program would finance investments in at least one new wholesale market and support the establishment of a new management model with a view to improving domestic market efficiency and transparency in the fruit and vegetables sector;
- d. *Improving access to information.* The proposed Program would support MAPMDREF's efforts to improve the transparency of market information and to

make it accessible for small and medium producers, through the modernization of the existing *Asaar* market information platform, the strengthening of the market analysis unit of the Ministry's Department of Strategy and Statistics in Casablanca, as well as the integration of new ICT tools (mobile apps, SMS, etc.) to reach up to 200,000 users.

15. **Result Area 2 – Improved quality and added-value of agri-food products.** Result area 2 aims at improving the quality of agri-food products, including food safety and sanitary and phytosanitary aspects, since quality issues have been identified as key constraints for operators in the agri-food sector to meet market demand and to access new market opportunity both domestically and for exports. Result area 2 also aims at improving producers and agribusiness SMEs' capacity to add-value to their products by increasing their capacity for innovation and their access to marketing and distribution networks, through access to business development services, technical support services and training, and financing for innovation. Four sub-programs would be included: (a) improving food safety, (b) promoting quality standards and certification systems, (c) strengthening business development and technical support services, and (d) financing innovation.

- a. *Improving food safety.* The proposed Program would strengthen the capacity of ONSSA to carry out its mission and the implementation of the national food safety law (Law 28-07), finance selected core activities of ONSSA, while also providing technical assistance to private operators in complying with food safety requirements and raising the awareness of Moroccan consumers about food safety;
- b. *Promoting quality standards and certification systems.* The proposed Program would provide technical support to: (i) certify new products under Distinctive Signs of Origin and Quality schemes (SDOQ); (ii) help producers and producer groups adopt good management practices required to obtain organic certification; and (iii) build the management capacity of organic and SDOQ-certified producers to implement good hygiene practices as well as value adding techniques. In addition, the proposed Program would also increase current FDA financial support to up to 70 percent of the certification cost for organic products and expand it to include SDOQ. Finally, the Program would support awareness raising campaigns to raise the knowledge of producers and consumers about olive oil quality standards and organic and SDOQ certification systems;
- c. *Strengthening business development and technical support services for the agri-food sector.* The proposed Program would finance the design, establishment and operation of two Agri-Food Innovation Centers (*Centres d'Innovation Agro-Alimentaire*, CIA) providing a range of technical, training and business development services (including incubation services);
- d. *Financing innovation.* Complementing the development of the CIAs, the proposed Program would establish and finance a competitive innovation grant mechanism to finance innovation by SMEs and producer organizations in the agri-food sector.

23. In addition to those two result areas, the Program would support and finance improvements to implementing agencies' capacity for program management and monitoring and evaluation (M&E).

IV. Program Development Objective(s)

16. The **development objective of the proposed Program** is to increase the volume of added-value products commercialized in selected agri-food subsectors in the Program area.

17. The proposed Program would thereby contribute to the broader, higher level objectives of the Government's program (PMV) which are to increase investments in the agri-food sector, to increase the added-value of the sector, to increase agri-food exports, to create additional jobs and to increase rural incomes. The proposed Program would primarily (but not exclusively) focus on areas of the Government's program which address constraints to market access and value-addition beyond the farm-gate, considering the findings of the mid-term review of the PMV. While the proposed Program would strengthen the overall enabling environment for agri-food value chain development in Morocco, it would also place a specific focus on the olive and citrus value chains and on addressing constraints that producers and agribusiness firms are facing in those two sub-sectors with regards to value-addition, product quality and market access. Those two subsectors were selected by MAPMDREF considering: (a) their contribution to agricultural GDP growth and to the rural economy, (b) the expected increase in production by 2021 following investments in plantations since 2008, and (c) their potential in terms of further value-addition and increased exports.

18. The **PDO results indicator** is:

Volume of quality and added-value products commercialized (olive, citrus).

V. Environmental and Social Effects

19. Considering the activities, and considering results of consultations with key program stakeholders during the preparation of the Environmental and Social Systems Assessment (ESSA), the Program's adverse environmental and social risks are considered substantial. They will be reversible and easily mitigated. They will be easy to identify in advance and to prevent and minimize with effective mitigation measures. They will be subject to a simple environmental and social monitoring system to identify and manage potential risks in real time.

20. **Social effects.** For activities supporting private sector entities, the Program will not result in involuntary resettlement or involuntary land acquisition. Activities engendering civil works on private sector sites and financed under the Program, will use, if any, land acquired using standard commercial exchanges between willing buyer and willing seller. The Program, through the standard data collection and filing mechanism under the FDA, will screen out land acquisition by means of expropriation or under threat of expropriation. Land used under public sector or PPP-type activities, such as the CIAs or the Rabat wholesale market, may have been acquired using involuntary land taking under the Moroccan law on land expropriation for public utility projects 7-81. The ESSA assessed that the program procedures under this law allow for the expropriated owners to contest the compensation values if replacement value has not been achieved. The ESSA action plan includes the requirement that the PMU will request public sector entities proposing those activities to review land acquisition procedures and ensure that proper

proceedings have been followed and that the core principles of the Bank Policy on PforRs, in particular regarding replacement value, have been achieved. No physical displacement will be allowed under the proposed Program.

21. The Program will create opportunities for vulnerable groups- women and youth- by (i) fostering innovation and entrepreneurship of SMEs and (ii) increasing formal employment opportunities in the olive and citrus sub-sectors. To ensure that the Program’s activities will benefit vulnerable groups who face information gaps, the social specialist recruited in the PMU will work on these topics in collaboration with the MAPMDREF decentralized gender focal points. Training will be provided to increase the capacity of the latter to share timely information with potential beneficiaries about timeline, criteria of selection and more broadly about project-funded activities and ensure an equal opportunity of participation among different population groups.

22. **Environmental effects.** Most the activities envisaged under the Program should not raise risks to the safety of workers or other environmental safeguards issues. The majority of Program activities are dedicated to strengthening stakeholder systems and capacities. The remaining activities include the construction of buildings (wholesale market, CIAs), commercial and agricultural production and processing activities, and one activity for the improvement of phytosanitary management (Mediterranean fruit fly control program). All those activities have the potential to generate environmental risks during the construction phase and some of them could generate environmental risks during the operation phase.

23. The environmental risks associated with the construction phase are common to those generally found in the construction sites of small and medium-sized projects. Those risks are known, easily identifiable and controllable, thanks to the insertion in the technical specifications books of construction companies of articles about the environmental management of construction sites. During the operation phase, the activities identified as having potential environmental risks must all undergo an environmental impact assessment in accordance with the procedure established under Morocco’s Law 12-03. The actions identified to bridge the gap between the Moroccan regulation and the Bank's procedures must be satisfied to ensure the control of impacts and to monitor the efficacy of the mitigation measures.

VI. Financing

24. The Program financing parameters are provided in the table below.

Program Financing (US\$ Million)		
Source	Amount	% of Total
Government	237	54%

IBRD/IDA	200	46%
Other Development Partners	-	-
Total Program Financing	437	100%

VII. Program Institutional and Implementation Arrangements

25. Given the nature of the Program, its implementation would be based on the combined intervention of key stakeholders comprising MAPMDREF departments, agencies under the supervision of MAPMDREF, and partner institutions linked to MAPMDREF through specific agreements.

- a. *MAPMDREF Departments and deconcentrated services.* Four departments out of nine would be involved in Program implementation: the Directorate for the Development of Value-Chains (DDFP), the Directorate of Finance (DF), the Directorate of Strategy and Statistics (DSS), and the Directorate for Education, Training and Research (DEFR). At subnational level, MAPMDREF relies on its network of deconcentrated offices in regions and provinces, the Regional Directions for Agriculture (DRA) supported by the Provincial Directorates of Agriculture (DPA) under their authority. The DRAs and DPAs play a central role in identifying Pillar I and Pillar II projects that are in line with the regional agriculture strategy and in appraising and implementing pillar II projects. They also host the FDA one-stop-shop (*guichet unique*), which is the point of contact for farmers applying for financial incentives granted by the FDA;
- b. *ONSSA.* The Office is administered by a board of directors composed of representatives of the State and managed by a Director General. ONSSA is organized around four central directorates, as well as regional and provincial structures covering the entire territory;
- c. *ADA (Agence de Développement Agricole).* The Agency is responsible for proposing to the government action plans to support the development of high-potential value chains with a view to improving productivity. It oversees the implementation of Pillar I and Pillar II projects under the PMV;
- d. *Interprofessions.* Seven interprofessions have been approved by July 2017, among them *Maroc Citrus*, for the citrus sub-sector. The olive value chain organization called *Interprolive* is in the process of being recognized as the interprofession representing the olive sub-sector;
- e. The *Wilaya* is the Regional governorate, and the representative of the central Government at the regional level. *Walis* (region governors) are appointed by His Majesty the King, report to the Ministry of Interior and have a coordination role between deconcentrated services at regional level. The *Wilaya* oversees multi-stakeholder projects such as wholesale markets;
- f. *Rabat Région Aménagement* is a state-owned enterprise created in 2014 for the execution of structuring projects in the region of Rabat-Salé-Kenitra. The company would oversee the construction of the wholesale market in Rabat. Once built, the new market would be managed by a *Société de Développement Local* (SDL) which would also be part of the implementing arrangement of the Program once it is created.

Program strategic oversight

26. **Steering Committee (*Comité de Pilotage*).** Strategic decision-making responsibilities would rest with a Steering Committee comprising representatives of the MAPMDREF (PMU and relevant directorates), MEF, MIICEN, MI and the Interprofessions as the representatives of the private sector. This Steering Committee would be chaired by the Secretary General of MAPMDREF (or his/her representative) and it would meet every six months to review progress and make decisions required for effective Program implementation.

Coordination of Program implementation

27. **Overall coordination of Program implementation.** MAPMDREF would be responsible for the coordination of overall Program implementation, through its DDFP. DDFP is organized into five divisions and is responsible for (i) the approval and coordination of the regional development plans for agriculture and agribusiness, (ii) monitoring the supply of agricultural inputs, (iii) monitoring and regulation of markets for agricultural products, (iv) support to private actors and professional agricultural organizations in the framework of CPs, and (v) the development and promotion of quality labels.

28. **Program management unit (PMU).** MAPMDREF has experience with large donor-funded programs. Considering the need for close coordination of the work of the various entities involved in Program implementation, the Ministry will establish a dedicated PMU within DDFP. The PMU would be responsible for day-to-day program coordination, management, and monitoring and evaluation. It would include technical specialists, social and environmental specialists, and monitoring and evaluation specialists. Its roles would include: (i) Program monitoring and evaluation, (ii) Coordination of the Program's stakeholders at the operational level, within the extended PMU, and (iii) Secretariat of the Steering Committee. The extended PMU would include representatives of all departments and institutions involved in Program implementation, namely DF, DSS, ONSSA, ADA, the Wilaya of Rabat-Salé-Kenitra, Rabat Région Aménagement, the wholesale market Société de Développement Locale (SDL, to be created), and Interprofessions (Interprolive and Maroc Citrus). The PMU would be supported throughout Program implementation by technical assistance.

29. **Fiduciary and audit responsibilities.** MAPMDREF would be responsible for overall coordination of financial management, procurement and disbursement under the Program. The General Inspectorate of Finance (IGF) in collaboration with the General Inspectorate of the Ministry (IGA) would carry out the financial audits of Program expenditures incurred by MAPMDREF. The existing external auditors of ONSSA, ADA and Rabat Région Aménagement would carry out the external audits of the expenditures of the Program executed by those entities.

30. **Safeguards responsibilities.** The DDFP (with support from the PMU, which would be staffed with social and environmental safeguards specialists) would be responsible for the implementation of social and environmental safeguards requirements across Program activities.

VIII. Contact point

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