



2016 Activities Report



مركز محمد السادس لدعم القروض الصغرى التضامنية
CENTRE MOHAMMED VI DE SOUTIEN A LA MICROFINANCE SOLIDAIRE



HIS MAJESTY KING MOHAMMED VI, MAY ALLAH ASSIST HIM.



Upon the launch of the 10th National Solidarity Campaign, his Majesty King Mohammed VI, may God assist him, inaugurated on November 8, 2007 the Mohammed VI Center for Supporting Solidarity Microfinance (CMS).

The CMS shows the importance that Mohammed V Foundation gives to solidarity with people in precarious situations, with a view to integrating them into the socio-economic fabric, thereby fulfilling the Foundation's mission which places sustainable development at the heart of its strategy.

The CMS, created in consultation with the major microfinance stakeholders in Morocco, strives to support the efforts made by the Microcredit Associations (MFI), promoting their activities through three main areas of intervention: training MFIs' staff and beneficiaries of their products and services, promoting micro-enterprises and supporting the commercialization of their products and services, as well as the National Microfinance Observatory.




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PREAMBLE



The microfinance sector in the world continued its double-digit growth in 2016. Indeed, microfinance loans granted by microfinance institutions (MFI) worldwide grew by 11% compared to 2015, reaching more than USD 56 billion for about 225 million active customers (+ 16%).

Due to rapid technological advances and growing demand for products and services beyond the microcredit framework, the sector is currently at a decisive development stage.

On the other hand, microfinance, deemed a means of financial inclusion, is a major lever in the achievement of Sustainable Development Goals by the year 2030 which were adopted by the General Assembly of the United Nations on September 25, 2015. By promoting access to services in such areas as health, food security, education, energy and housing, the sector confirms its growing potential in the world and its catalytic role in terms of global and inclusive development.

Similarly, the increasing importance and the omnipresence of the topic of Responsible Microfinance in the sector's agenda are now indisputable facts; it is not a passing fashion, but rather a real change of perspective, from the MFI' accounting balance sheet to its client.

In Morocco, the microfinance sector has continued to strengthen its social responsibility by undertaking, among other things, the process necessary to obtain the " Smart Campaign " certification relating to the implementation of international standards in terms of clients protection.

The sector has also continued its mission of financial inclusion and the fight against poverty and vulnerability, through serving 922,878 people by the end of 2016, against 905,990 by the end of 2015, chalking up an increase of about 2%. The total amount of micro-credit outstanding granted stood at MAD 6.467 billion at the end of 2016, compared to MAD 6.024 billion at the end of 2015, recording an increase of 7%. At the same time, the portfolio at risk (PAR) rate of more than 30 days stood at 2.38% at the end of 2016, relative to 3.24% at the end of December 2015, decreasing by 0.86 points, mainly due to the write-offs relating to the portfolios of unhealthy loans granted by Moroccan Microcredit Associations (MFI).

The average outstanding loans per active client increased by 5% by settling at MAD 7,008 at the end of 2016, against MAD 6,649 the previous year, which shows MFI' insistence on following up the development of its beneficiaries' activities.

Regarding products other than microcredit, the sector achieved at the end of 2016, the following cumulative: 1,079,843 micro-insurance subscribers, 523,375 bank accounts opened and more than 4.2 million money transfer operations.

For its part, the number of MFI staff increased by 8%, reaching 7,100 at the end of 2016, against 6,562 at the end of 2015.

It is within this national and international context that the Mohammed VI Center for Supporting Solidarity Microfinance (CMS) has carried out its activities that aim to support MFI and their beneficiaries, in order to:

- achieve MFI social missions;
- develop the talents and competencies of micro-entrepreneurs for a better management of their activities and better marketing for their products and services.

Thus, in line with the guidelines set by its Board of Directors, the CMS dedicated the year 2016 to the following axes:

- Strengthening the operational and managerial skills of human resources in the national microfinance sector, in partnership with recognized national and international players, and enhancing the quality of training provided by the CMS through richer content and empowered trainers;
- Stepping up support for micro-entrepreneurs (regional meetings of micro-entrepreneurs, national exhibitions and sales fairs, training courses in financial education and other topics, National Micro-entrepreneur Award, etc.), in order to promote their micro-enterprises and help with the marketing of their products and services;
- Pursuing the natural mission of the National Microfinance Observatory relating to the monitoring of the sector, the design and preparation of the relevant documents for the sector and the CMS, the dissemination of information, the sharing of ideas and expertise, the organization of round tables and thematic meetings, and the provision of support to researchers and trainees;
- Fostering a network of CMS partners to promote the development of Microfinance in Morocco.

**HIGHLIGHTS
IN THE LIFE OF THE MICROFINANCE
SECTOR IN 2016**



INTERNATIONAL :

- Publishing :
 - ✓ « Microfinance Barometer 2016 » by the « Convergences » platform.
 - ✓ « Microfinance Market Outlook: 2016 developments, trends and forecasts » by the Swiss fund « ResponsAbility Investments for Prosperity ».
 - ✓ Report of the 11th International Conference on Micro-insurance organized by Munich-Re in Casablanca.
- Drawing up, by the OECD (Organisation for Economic Co-operation and Development) and its International Network for Financial Education, a set of principles on national strategies for Financial Education, in order to encourage countries to have a policy framework for Financial Education.
- Organizing:
 - ✓ 18th World Micro-credit Summit in Abu Dhabi.
 - ✓ The 2nd edition of the Entrepreneurship Stakeholders Forum in Marseille for the development of the Social and Solidarity Economy in the Mediterranean.

NATIONAL :

- Improving Morocco's international positioning in the fields of microfinance and financial inclusion, according to the index « Global Microscope 2015 », moving from the 40th place in 2009 to the 14th in 2015.
- Launching regional and local support programs for self-entrepreneurs, with governmental financial aid amounting to MAD 50 million to ensure support for 100,000 self-entrepreneurs by 2020.
- Signing a convention on Financial Education between the Moroccan Foundation for Financial Education and the International Labor Organization targeting women, young people, migrants, self-entrepreneurs, micro-entrepreneurs and Very Small Enterprises (VSE).
- Using the results of a study to upgrade the institutional environment of the Moroccan microfinance sector and launching the study on microfinance potential in Morocco, as part of Deauville partnership with the World Bank.
- « Smart Campaign » certification for the implementation of international standards relating to client protection for « Al Amana Microfinance » and « Attawfiq Microfinance ».
- Presenting the 2013-2014 National Survey on informal business activities.
- Organizing:
 - ✓ The 11th Annual Conference of the « Social Performance Task Force » in Marrakech.
 - ✓ The 4th National Micro-entrepreneur Award ceremony at the Mohammed VI Center for Supporting Solidarity Microfinance, to reward 29 deserving micro-entrepreneurs in eight categories.
 - ✓ The ceremony for granting financial assistance provided by the Caisse de Dépôt et de Gestion (CDG) Foundation on behalf of the 69 micro-entrepreneurs selected under the Support Program for income-generating activities through Microcredit in Morocco.
 - ✓ National Conference on Social and Solidarity Economy in Casablanca under the theme: « Social and Solidarity Economy and Sustainable Development ».
 - ✓ The 12th annual Conference Sanabel (Microfinance Network of the Arab countries) in Casablanca under the theme: « Microfinance experience: regional progress and evolving global trends in the Arab region ».

TRAINING DIVISION ACTIVITIES



Since its inception, Mohammed VI Center for Supporting Solidarity Microfinance (CMS) has done everything possible in terms of training, in order to meet the expectations of its partners, respect its commitments and fulfill the mission for which it was created.

In 2016, the actions planned by the training division are tailored to respond to the training needs of both MFI staff and their beneficiary clients. These are recurrent or new actions of support, proximity, assistance and advice.

The recurrent actions include sectoral and intra-MFI engineering training, specific and planned inter and intra-MFI actions, training on social performance and client protection, as well as various types of training sessions on behalf of micro-entrepreneurs.

For their part, the new actions, which have been of great added value for the MFI and the sector, have been carried out thanks to the signature of very important partnerships between the CMS and national and international entities specialized in the field of microfinance.

It is worth noting that through its close collaboration in 2016 with such international organizations as Smart Campaign, the Social Performance Task Force (SPTF), the Banking Industry Training Center (CFPB), the International Labor Office (ILO), Frankfurt School, ADA Luxembourg, etc., the CMS has strengthened its national and international reputation as a training Center able to support the moroccan microfinance sector both in its setting up process and its certification in " Social Performance " and "Customer Protection ".



TRAINING ENGINEERING :

For the year 2016, the analysis of training needs was, as usual, the basis for developing inter and intra MFI training programs.

Thus, key actions were planned and carried out based on the expectations of CMS partners, including: Smart Evaluator, Financial Education, Professionalization of agents' skills, etc.

TRAINING ACTIONS :

The CMS Training Program has been comprehensive and diversified, including new and value-added training sessions for the sector at a national level: MFIs' agents and their beneficiary clients.

Regular and new actions have been carried out, including:

- Training of trainers for Agency Managers in partnership with the Banking Industry Training Center (CFPB) and the French Development Agency (AFD);
- Training and certification for the first group of Credit Officers within the framework of the "Microfinance Professional Certificate "; in partnership with the CFPB.
- Training for the first promotion of Agency Managers to obtain the "Microfinance Professional Certificate", in partnership with CFPB and AFD;
- Training for the certification of the first group of moroccan SMART Evaluators for client protection, in partnership with SMART Campaign, Cerise and the French Development Corporation (" Société Française de Développement ");
- Training of CGAP Trainers for the certification of MFI competencies in "Financial Education", in partnership with ADA Luxembourg and animated by CGAP resource people;
- Establishing partnerships with and obtaining support from several organizations such as the International Labor Organization (OIT), the International Labor Office (ILO), the Belgian Cooperation in the framework of " Min Ajliki " program, in order to carry out their training and awareness-raising programs on behalf of the youth, and promote female leadership, micro-entrepreneurs and the "Women for Growth" project;
- Creating an e-Learning platform, thanks to a donation by the World Bank, within the framework of the "Deauville Initiative ";
- " LinkEd " certifying training program, in partnership with the Frankfurt School on two cycles: " Expert in Risk Management " and " Expert in Microfinance ";
- Training of CMS competences on such relevant subjects as Social Performance and the Social Performance evaluation tool "SPI4" initiated by Cerise;
- Various training actions for MFIs and the sector's staff: SIMFI software (Simulation of Microfinance Institutions – an interactive learning simulation tool for the management of MFIs), Client Protection, Social Performance, Coaching, Marketing Techniques, Personal Development, etc.

In this way, 3,520 people benefited from the rich CMS training program at the national level in 2016, including 1,890 micro-entrepreneurs and 1,630 MFI staff. The following table summarizes CMS training activities carried out in 2016:

Training Division's achievements at the end of december 2016 in figures

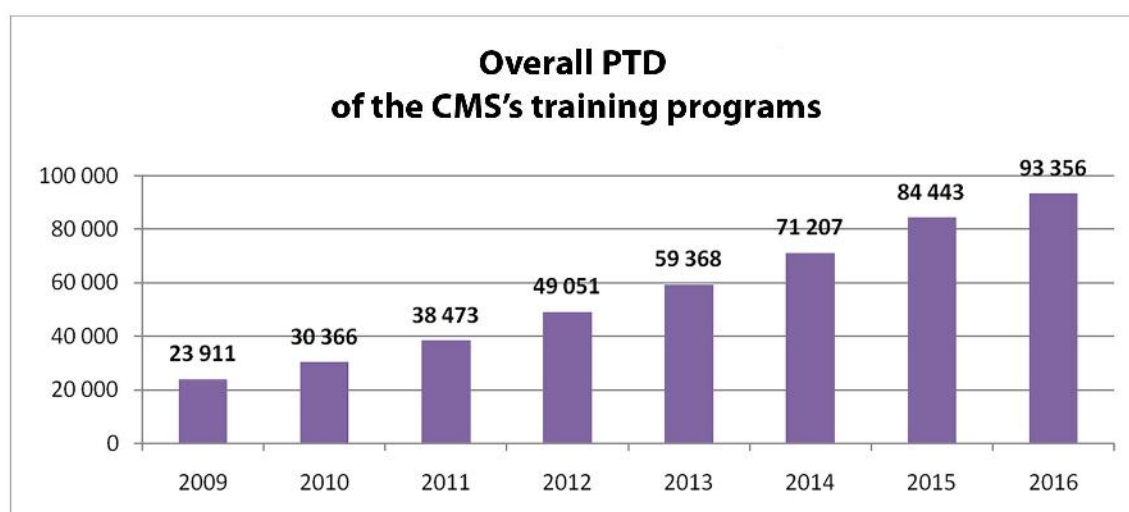
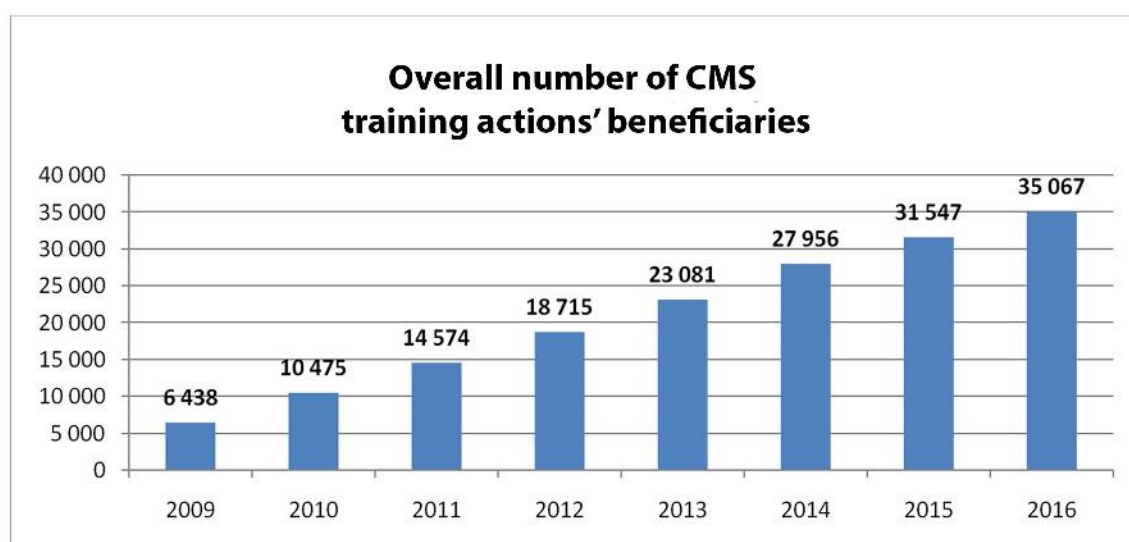
Designation	Number of Intervention Days - NID - *	Number of trained people	Professional Training Days - PTD - **
Specific and planned actions and professionalization cycle for MFIs competences	251	364	1,109
Certificate course	48	25	960
Cycle that leads to a qualification	673	13	1,667
Logistic support actions for MFIs	132	1,198	3,180
Training Engineering	29	30	107
Training of Micro-entrepreneurs	53	1,890	1,890
Total	1,186	3,520	8,913

* NID: Number of Intervention Days

** PTD: Professional Training Days (Training Days x Number of trained people)

From 2007 to the end of 2016, the overall number of CMS training actions' beneficiaries increased to a total of 35,067 people, in 93,356 Professional Training Days (PTD).

The following two graphs show the evolution of CMS training activities over the period 2009-2016:



MEETINGS BETWEEN MFIs' HUMAN RESOURCES MANAGERS AND TRAINING MANAGERS :

The " Engineering and training plan " component has always been the trigger for the programming of any internally planned training action.

In the same way, as of July 2016, the CMS started a series of semi-directive interviews, in order to identify the actual training needs for the different MFIs, in order to develop a training plan that meets their expectations. This operation involved a significant sample of active MFIs in the sector.

Moreover, through the satisfaction survey it launches at the end of each financial year, the CMS has successfully assessed the degree of approval for the actions carried out and planned corrective actions within the framework of its active listening policy with regard to its various partners.

Based on its training needs analysis and satisfaction survey, the CMS develops the training plan for the coming year, striving to best meet the needs and expectations of MFI staff and clients.

The CMS training plan is thus submitted to the MFIs' human resources and training managers for consultation during the "Annual Training Day" organized by the CMS. Only the approved actions are programmed and carried out, both by national and international competences and by CMS internal competences.

The table below summarizes the CMS/MFIs connection sheets and the degree of satisfaction among CMS partners with respect to its services in 2016.

Criteria	Satisfaction Rate in %		
	Completely	Good	Medium
Was information about the training communicated on time?	67	33	
Did the planned training actions correspond to your needs and expectations?	33	54	13
Do the trainers chosen by the CMS have the necessary technical and pedagogical skills?	33	67	
Has the training allowed participants to improve or acquire new competencies?	33	67	
	Excellent	Good	Medium
How was the material organization?	33	67	
How was the reception given to you?	100		
How did you find the food?	33	67	
Room hygiene, sanitary facilities, etc?	33	67	

Sources:

- Semi-directive interviews with MFIs managers, July-October 2016.
- CMS/MFI annual Connection Sheets, January 2017.

TRAINING AGREEMENTS SIGNED OR RENEWED IN 2016:

- CMS/CFPB/AFD Agreement for the establishment of the " Professional Certificate in Microfinance " on behalf of credit officers. This agreement, signed with the CFPB (the Banking Industry Training Center), an internationally renowned training organization that has provided banking and financial diplomas since 1972, and microfinance diplomas since 2012, aims at the academic training and certification of MFI credit officers.
- CMS/Smart Campaign Agreement, to assist MFIs in the MENA and the Sub-Saharan regions in terms of training, implementation, evaluation and certification relating to Clients Protection Principles and respect for the social mission.
- CMS/ACIM/ILO/CCISC/APEFE Agreement for training trainers on female entrepreneurship. This program aims to strengthen the capacity of MFI staff to support women's initiatives.
- Renewal of the CMS/ADA Luxembourg Agreement for training, supporting, receiving and exchanging Master's students.
- Renewal of CMS/Frankfurt School Agreement which aims at training MFI competences on " Risk Management Experts " and " Microfinance Experts " cycles, and the nomination of the CMS as a platform approved by the Frankfurt School to receive candidates for its different cycles' examinations.
- Extension of the Agreement between the French Development Agency (AFD), the Social Performance Task Force (SPTF) and the Smart Campaign, for training Smart evaluators and equipping Morocco with executives capable of conducting a client protection assessment, at the internal, accompanied or external level.
- Signing an agreement with the CFPB to set up, for the first time in Morocco, a certifying cycle: Professional Certificate in Microfinance " Agency Manager ".
- Extension of collaboration with ADA Luxembourg for the implementation of the Training of Trainers programs for a CGAP certification on behalf of Moroccan competences in Financial Education, Governance and Risk Management.



MICRO-ENTERPRISE PROMOTION AND MARKETING SUPPORT DIVISION ACTIVITIES



In 2016, the Mohammed VI Center for Supporting Solidarity Microfinance (CMS) continued to strengthen the foundations of its socio-economic inclusion strategy, whose priority areas have been defined following the guidelines of its Board of Directors and the recommendations of the members of the " Marketing Support " Commission. These areas are:

- Strengthening the managerial capacities of micro-entrepreneurs through technical assistance programs to support marketing and continuing training ;
- Supporting income-generating projects of micro-entrepreneurs, self-entrepreneurs, groups of associations and VSE ;
- Supporting national social development programs whose earmarked funds are theme-based.

The following achievements are cases in point:

- Holding regional micro-entrepreneurial events in the Kingdom, offering training sessions for the participants;
- Strengthening the capacities of micro-entrepreneurs through training;
- Participating in the National Fair of Social and Solidarity Economy;
- Providing support system for beneficiaries of " Min Ajliki " program;
- Preparing the fifth edition of the National Micro-entrepreneur Award, in partnership with the FNAM;
- Annual day of the Support Division for Micro-enterprise;
- Establishing a platform dedicated to Financial Education on behalf of micro-entrepreneurs;
- Participating in the Award of the Caisse de Dépôt et de Gestion Foundation (FCDG).



MICRO-ENTREPRENEUR REGIONAL MEETINGS (RRME):

As part of its approach to support micro-entrepreneurs' marketing efforts, the CMS organized five regional events in 2016 and participated in various other events (Morocco's International Agriculture Fair, National Fair of Social and Solidarity Economy, etc.). They were held in Ouazzane, Meknes, Marrakech, Casablanca, Rabat and Mohammedia, in collaboration with MFIs, local authorities and various socio-economic players.

The micro-entrepreneurs who participated in these events benefited from exhibition stands for free to display their products, as well as training provided by the CMS and its partners, which covered, among others subjects, proximity support and commercial coaching. These events benefited 585 micro-entrepreneurs.



Summary of RRME in 2016

Events	Dates	Cities	Number of participants	Main activities	Women	Men
SIAM	April 26 - May 1	Meknes	120	Local products	51%	49%
RRME	May 18 - 22	Ouarzazate	180	Handicraft, embroidery, olive & argan oils, leather goods, traditional weaving.	70%	30%
RRME (on SPTF sidelines)	May 30 - June 1	Marrakech	70	Traditional sewing, basketry, traditional and modern weaving, contemporary art.	60%	40%
RRME (ECOSS Fair)	July 12 - 18	Casablanca	150	Essential oils, argan oil and derivatives, beekeeping, bio cosmetic products, couscous and medicinal plants, pastry, clothes, traditional and modern sewing, decoration accessories and objects, tapestry.	60%	40%
RRME	December 7	Rabat	45	Local products, traditional sewing and weaving	60%	40%
Other events	March, May and December	Casablanca Marrakech Mohammedia	20	Traditional sewing and weaving, argan oil, embroidery, local products.	90%	10%
TOTAL			585			

MICRO-ENTREPRENEURS TRAINING:

With a total of 1,890 micro-entrepreneurs trained in 2016, the CMS continued to strengthen their managerial, behavioral and technical skills.

For the fifth year in a row, " Financial Education " training had the largest number of participants coming from all parts of Morocco.

Micro-entrepreneurs training topics

Topic	Number of participants	Women	Men	Age range
Financial education	780	85%	15%	18-75 years
Merchandising and marketing	555	85%	15%	
Personal development	222	90%	10%	
Entrepreneurial spirit	314	90%	10%	
Cooperatives statute	19	100%	-	
TOTAL	1,890			

Financial Education program for micro-entrepreneurs

City	Number of participants	Women	Men
Casablanca	469	80%	20%
Kenitra	70	100%	-
Ouazzane	164	50%	50%
Salé	32	100%	-
Tetouan	45	100%	-
TOTAL	780		

CMS PARTICIPATION IN THE SOCIAL AND SOLIDARITY ECONOMY NATIONAL FAIR:

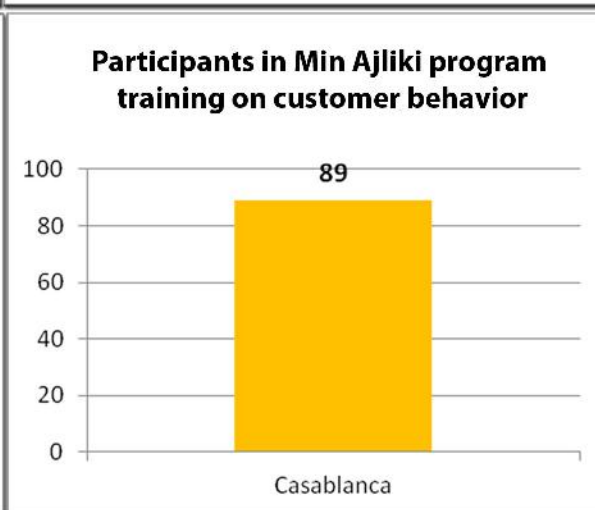
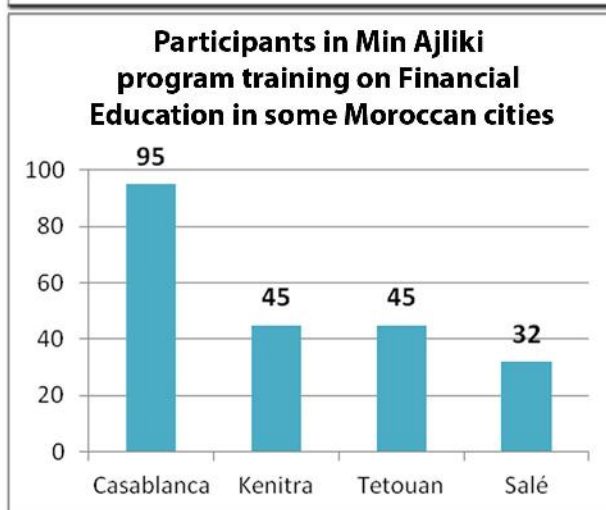
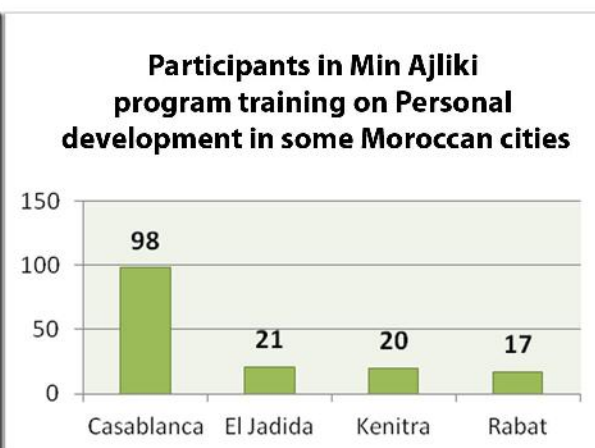
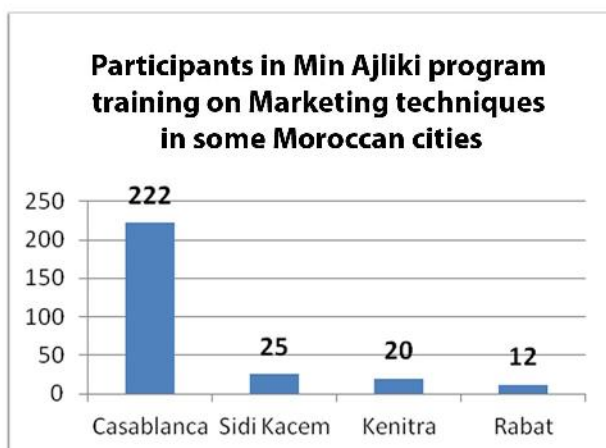
During the fifth National Fair of Social and Solidarity Economy, which took place at the Casablanca International Fair on July 12-18, 2016, the CMS provided exhibition and sales spaces for micro-entrepreneurs who had benefited from microcredit, in addition to training sessions for exhibitors on financial education and women entrepreneurship.

ACCOMPANYING DEVICE FOR " MIN AJLIKI " PROGRAM BENEFICIARIES:

This device is part of programs aiming to support sustainable development. Aware of the impact that their partnership can have both in terms of entrepreneurship awareness among women and young people and the support provided, the CMS and APEFE (Belgian Association for the Promotion of Education and Training Abroad) agreed to set up a general framework for the concerted implementation of actions to raise entrepreneurship awareness among women, through the organization of training days on common topics.

In this respect, a total of 741 women were trained in different subjects during the year 2016 in Casablanca, Rabat, Kénitra, Salé, Sidi Kacem, El Jadida and Tétouan, as shown in the table below:

Cities	Subjects	Number of participants	Gender Women
Casablanca	Marketing techniques	222	100%
	Personal development	98	
	Financial Education	95	
	Client behavior	89	
Rabat	Personal development	17	
	Marketing techniques	12	
Kénitra	Financial Education	45	
	Marketing techniques	20	
	Personal development	20	
Tétouan	Financial Education	45	
Salé	Financial Education	32	
Sidi Kacem	Marketing techniques	25	
El Jadida	Personal development	21	
TOTAL		741	



Program to support innovative projects of income-generating activities through microcredit:

The CMS participated in this program designed in partnership with the Foundation Caisse de Dépôt et Gestion (FCDG), FNAM and Jaïda Fund. The program aims to promote the integration of young people through self-employment and income-generating activities, thereby joining the efforts of the National Integrated Development Strategy.

The partnership agreement provided for identifying freshly created micro-enterprises, reconciling economic and social performance, and supporting micro-entrepreneurs to evolve towards structured VSE.

The project consists of providing beneficiaries with financial assistance corresponding, totally or in part, to the personal contribution expected from micro-entrepreneurs to finance the part not covered by the MFIs.

The award giving ceremony (financial assistance) for the selected micro-entrepreneurs was held on December 7, 2016 at the headquarters of the CDG. Of the 127 candidates selected, 69 were thus chosen to receive the grant awarded by the CDG Foundation, as shown by the following table:

MFI	Number of candidates proposed	Number of shortlisted candidates	Number of winners	Ceremony date and venue (financial assistance granted)
8	127	70	69	Rabat, December 7, 2016

FOURTH AND FIFTH NATIONAL MICRO-ENTREPRENEUR AWARD (PNME):

The PNME has become an unmissable event for the microfinance sector in Morocco since the launch of its first edition in 2012.

PNME is mainly meant to support, encourage and above all widely disseminate the know-how and expertise of female and male micro-entrepreneurs active in the twelve regions of the Kingdom, whose dreams have come true thanks to microfinance in general and MFIs' products and services in particular.

Eight Award categories to highlight the hard work undertaken by micro-entrepreneurs with different profiles operating in very diverse sectors:

1. CMS Special Award for Formalization;
2. Microfinance and human development;
3. Innovative micro-enterprise;
4. Female micro-enterprise;
5. Young micro-enterprise;
6. Responsible tourism and local products;
7. Reinsertion Award;
8. Encouragement Award.

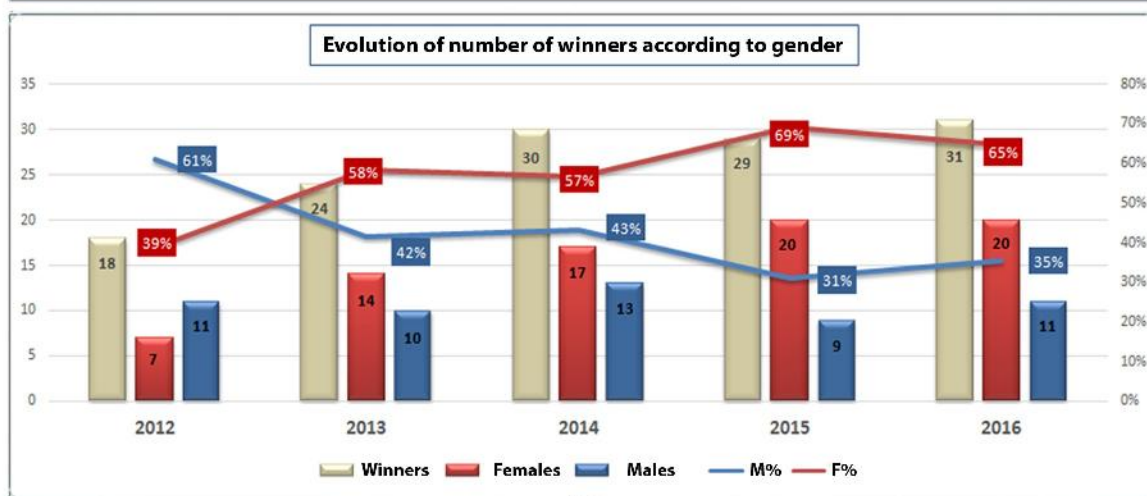
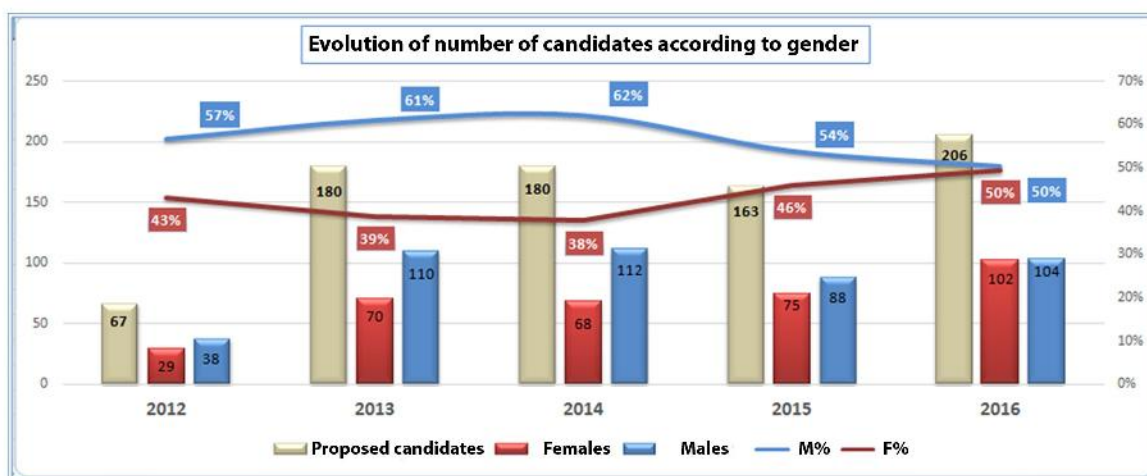


Until the end of 2016, among the 796 nominees, a total of 132 winners, women and men, were granted awards in the various PNME editions organized by the CMS in partnership with the FNAM, as shown in the table below:

Overall number of PNME nominees										
Year	Proposed nominees	Females	F%	Males	M%	Winners	Females	F%	Males	M%
2012	67	29	43%	38	57	18	7	39%	11	61%
2013	180	70	39%	110	61	24	14	58%	10	42%
2014	180	68	38%	112	62	30	17	57%	13	43%
2015	163	75	46%	88	54	29	20	69%	9	31%
2016	206	102	50%	104	50	31	20	65%	11	35%
TOTAL	796	344	43%	452	57	132	78	59%	54	41%

In 2016, the CMS hosted the awards ceremony of the fourth PNME edition on April 07 for deserving micro-entrepreneurs.

Also in 2016, a total of 206 candidates applied for the fifth PNME edition. The 31 winners who were selected will be rewarded at the ceremony that will be held in their honor at the CMS in the first half of 2017.



ANNUAL WORKSHOP OF MICRO-ENTERPRISE SUPPORT DIVISION:

On 8 December 2016, the Micro-enterprise Support Division organized a participatory workshop bringing together the managers of MFIs' micro-entrepreneur support services. The agenda of this workshop revolved around the following points:

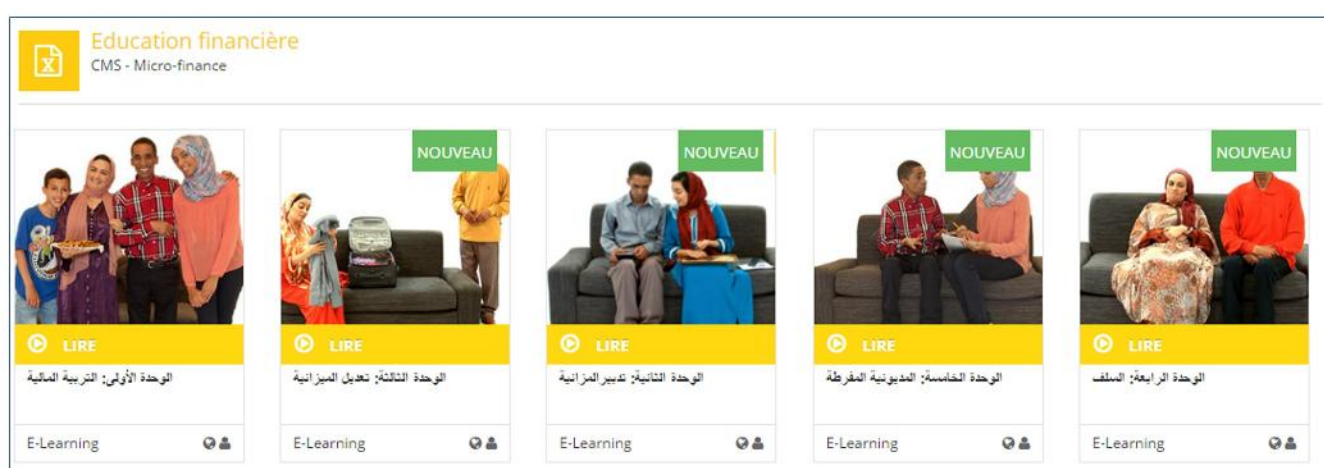
- Presenting the achievements accomplished and the actions carried out by the micro-enterprise support Division during the year 2016;
- The challenges and priorities related to the development of actions aiming to support the marketing of micro-entrepreneurs in 2017;
- The challenges and priorities related to the development of training and skill development programs for micro-entrepreneurs in 2017.

ESTABLISHMENT OF A PLATFORM DEDICATED TO MICRO-ENTREPRENEURS FINANCIAL EDUCATION:

The online platform will be accessible as of the official launch of CMS's e-Learning project in 2017. The content consists of videos in Moroccan Arabic dialect, with quiz, animated by renowned Moroccan actors. They are geared to the target population (micro-entrepreneurs).

Until the end of 2016, five videos have been finalized, covering such topics as: setting financial targets, budgeting, budget balancing, loan and over-indebtedness.

The platform is accessible from any terminal connected to the internet (PC, tablet or smartphone). It aims at supporting MFIs' micro-entrepreneurs, especially in the successful implementation of their projects.



MICROFINANCE OBSERVATORY DIVISION ACTIVITIES



CMS's Microfinance Observatory has launched or re-launched several projects covering different sectors in line with the goals set by the Board of Directors and with CMS's 2016 Action Plan and its Medium-Term Development Plan (2014-2016).

These projects tend to strengthen the roles of the Microfinance Observatory as a platform for information, analysis, diagnosis, anticipation, sectoral monitoring, ideas and experience sharing, and the dissemination of best microfinance practices.

Thus, the following projects were launched, carried out or continued:

- Organizing, for the first time in North Africa, of the 11th Annual Social Performance Task Force (SPTF) in Marrakech, in partnership with CMS and FNAM;
- Monitoring and supervising CMS's projects supported by the World Bank Deauville Initiative;
- Launching the monthly dashboard of microfinance activities in Morocco;
- Pursuing the dissemination of the Quarterly Sectoral Trend Analysis Note in addition to some new developments;
- Improving the "Factsheet" tool;
- Pursuing the dissemination and posting of the electronic newsletter "Flash Info" and the press review "Flash Back";
- Revision project of the CMS Internet portal;
- Updating the National Microfinance Map, in collaboration and coordination with MFIs, so that it can play its full role;
- Design of a mobile application for remote processing of PNME applications;
- Setting up a follow-up support for PNME winners;
- Starting the collection of statistical data from micro-entrepreneurs participating in exhibitions and sales events for the preparation of an annual report on their profiles;
- Creating a CMS institutional film;
- Participating in symposiums, conferences, workshops, etc., in Morocco and abroad;
- Acquiring books and subscribing to specialized journals;
- Supervising and supporting researchers and trainees.

11TH SPTF ANNUAL CONFERENCE IN MARRAKECH:

For the first time in North Africa, the 11th International Conference of the Social Performance Task Force (SPTF) was held in Marrakech from May 30 to June 02, 2016. This major international event, attended by more than 300 participants from more than 45 countries, was organized by the CMS in partnership with the SPTF and the FNAM. It was, as participants acknowledged, a great success.

It addressed issues relating directly to the North Africa and Middle East Region, including responsible regulation, design of adapted products, responsible digital financial services, financial services for refugees and social responsibility towards the staff.

The Moroccan panel discussed the theme “Appraisal of the microfinance sector in Morocco in terms of social performance”. It was moderated by CMS Director, FNAM General Delegate and a Jaïda Fund representative.

Participants in the SPTF annual conference visited outlets of Moroccan microcredit associations in the Marrakech region to see the practical application of the social performance management in Morocco. They also visited some micro-entrepreneurs who have benefited from microcredit in their workplaces.

Finally, it is noteworthy that the CMS seized this opportunity to organize a fringe regional micro-entrepreneur event allowing participating micro-entrepreneurs to commercialize their products.



MONITORING AND SUPERVISING CMS PROJECTS SUPPORTED BY THE WORLD BANK DEAUVILLE INITIATIVE:

As part of the World Bank’s Deauville partnership to support Morocco’s national microfinance strategy with a donation of USD 4.9 million, which is managed by the Moroccan Ministry of Economy and Finance, the CMS has monitored and supervised the implementation of projects reserved for it, namely “ Trade Solidarity Groups ” and “ CMS e-Learning ”.

1- " TRADE SOLIDARITY GROUPS " PROJECT:

These Trade Solidarity Groups (TSG) are meant to strengthen the marketing activities of micro-entrepreneurs' (artisans, breeders, farmers, etc.) products. TSG are commercial platforms that are directly linked to groups of micro-entrepreneurs who, in turn, supply them with their products. This enables the said micro-entrepreneurs, inter alia, to have access to the market, stimulate their production and sell to the general public according to professional standards.

The final report of the project's first phase, focusing on its timeliness and feasibility, was validated by its Steering Committee. The report identified the products that will be marketed by the TSG, proposing a business model and an action plan for its implementation.

A specification for accompanying the concrete implementation of the TSG was also drawn up, in accordance with the project's terms of reference. This service provided by a consultancy is crucial the successful implementation and development of the project.

2- CMS " E-LEARNING " PROJECT:

CMS's e-Learning project (distance learning) involves setting up a dedicated technical platform, including training modules for MFIs staff and micro-entrepreneurs.

The main objective is to increase the number of beneficiaries of CMS training programs and to facilitate access to learning and continuing education to as many people as possible.

In 2016, the implementation and roll-out of the e-Learning project consisted of:

- Conducting a diagnostic study for the implementation of the project. This study showed the need to develop a customized platform that meets micro-entrepreneurs' needs and to opt at the same time for a central " Saas " platform for the sector's professionals, with the possibility of installing within it platforms for the MFIs that express the need for it, against an annual fee.
- Developing five tailored modules for micro-entrepreneurs on Financial Education, with quiz. Animated by well known Moroccan players (Mohamed Khayyi and Malika Senhaji), they address the following themes: setting financial objectives, budgeting, balanced budget, loan and over-indebtedness.
- Developing two common core modules for MFIs staff.

In addition, with a view to enriching its e-Learning platform, the CMS has developed the terms of reference for the selection of a consultancy to develop tailored e-Learning modules and implement a transverse e-Learning catalogue. This project, to be launched in 2017, provides mainly for the development of tailor-made content, including 22 modules (50% for MFIs employees and 50% for micro-entrepreneurs), as well as the acquisition of " shelf " content for CMS's central platform.

LAUNCH OF MONTHLY ACTIVITY DASHBOARD ON MOROCCO'S MICROFINANCE SECTOR:

The CMS always aspires to develop and improve its figure supports, increasing the frequency of their production, reducing the periodicity of their dissemination and thus systematically meeting the sector's expectations.

This is why it launched in June 2016 the " Monthly Microfinance Dashboard in Morocco ", so that the sector's stakeholders can constantly obtain relevant information and a picture of the evolution of microfinance in our country.

This tool provides a summary of microfinance activity in our country, in the form of indicators and graphs. It is an information and decision-making tool that enables the sector's players to swiftly react in the event of problems and to make decisions based on objective elements. It can also allow the sector to project itself into the future and thus have the necessary information to make forecasts.

Giving a clear and synthetic picture of the monthly situation of Microfinance in our country, the " Monthly Microfinance Dashboard in Morocco " has now become an essential tool for steering, decision making and foresight for the sector.



 مركز محمد السادس لدعم القروض المصغرة التضامنية
 CENTRE MOHAMMED VI DE SOUTIEN A LA MICROFINANCE SOLIDAIRE

Tableau de bord mensuel de la Microfinance au Maroc
Fin Décembre 2016 (après radiation)

Centre Mohammed VI de Soutien à la Micro Finance Solidaire	déc-16
Présentation de l'AMC	
Effectif	7 100
Personnel siège	843
Personnel Terrain	6 257
Nbre d'emprunteurs actifs	922 878
Hommes	465 084
Femmes	457 794
Nbre d'emprunteurs actifs	922 878
Individuel	548 346
Solidaire	373 916
TPE	616
Nbre d'emprunteurs actifs	922 878
Rural	323 358
Urbain	599 520
Solde du Nbr d'emprunteurs actifs dans le mois	2 315
Nouveaux clients dans le mois	16 493
Nombre de départ des clients dans le mois	- 14 178
Nbre d'agences	1 585
Rural	653
Urbain	932
Nbre de guichets Mobiles	122
Rural	109
Urbain	13
Prêts débloqués durant le mois :	
En nombre	51 792
En montant	557 404 834
Prêts débloqués de l'année en cours (Cumul) :	
En nombre	601 691
En montant	6 481 405 217
Activité Microassurance	
Nombre clients bénéficiaires	651 024
Activité transfert d'argent	
Nombre de transactions	1 528 322
Activité de bancarisation	
Nombre d'ouverture de compte bancaire	58 995
Nombre de comptes d'épargne	1 235
Nombre de cartes monétiques	15 336
Décomposition du Portefeuille crédit	
Encours total de crédit	6 467 508 587
< 30 jours de retard (y compris encours sain)	6 313 606 487
30-60 jours de retard	39 353 709
60-90 jours de retard	31 089 248
90-180 jours de retard	65 988 633
>180 jours de retard	17 470 510

QUARTERLY NOTE ON MICROFINANCE TRENDS IN MOROCCO:

The " Note on Microfinance Trends in Morocco " is a quarterly summary document showing the evolution of key business indicators in the microfinance sector in our country.

It is established on the basis of figures provided by the MFIs, communicated to the heads of them and posted on the CMS website. It provides quarterly trend visibility in national microfinance and represents an analysis and monitoring support of MFI management.

CMS plans to further develop this “Note on Microfinance Trends in Morocco” both in form and substance, in partnership with sector’s stakeholders and specialized experts.

“ FACTSHEET ” TOOL:

A tool for the financial and social performance monitoring of a MFI, the Factsheet has become, since the last quarter of 2015, an additional support provided by the CMS for the processing and knowledge of figures on Microfinance in Morocco.

This user-friendly Factsheet tool (Microsoft Excel format) is based on data extracted from MFIs’ financial statements. It calculates the evolution of their main financial and social performance indicators and presents their results in graphs.

ELECTRONIC NEWSLETTER “ SECTOR FLASH INFO”:

“ Sector Flash Info” is an electronic newsletter launched by CMS on May 25, 2015. It is meant for all the sector’s stakeholders with a view to disseminating useful information, rapidly, over time, depending on the quantity and urgency of the information collected from all the players in the sector, hence its name “ Flash Info ”.

Until the end of December 2016, the CMS produced 39 issues of “ Flash Info ” which have been posted on its website and sent to many sector leaders.

“ FLASH BACK ” PRESS REVIEW:

“ Flash Back ” press review was initiated by the CMS in November 2010. It is a journal that contains short summaries of selected articles, studies and reports with their internet links if the needs to be read in full.

At the end of 2016, the CMS produced, distributed and published 141 “ Flash Back ” issues.

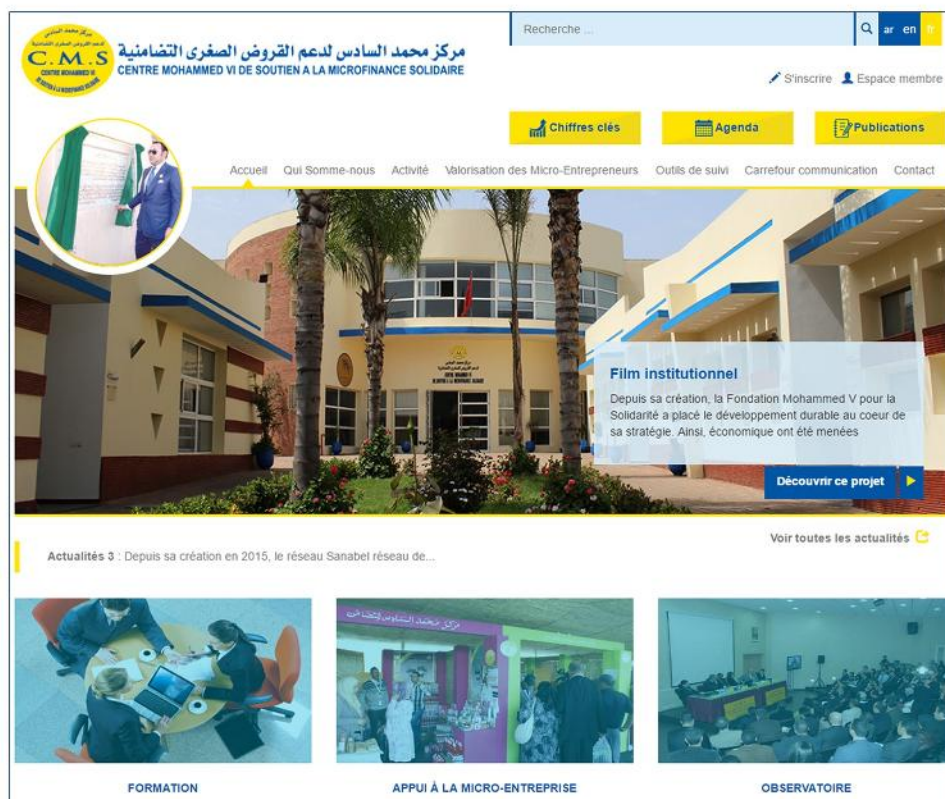


REVISION OF CMS WEB PORTAL:

The CMS Internet portal has regularly been supplied, throughout the year 2016, with periodic and current data relating to the CMS's carried out and future activities.

However, given the importance of this modern communication tool in terms of images, information dissemination and the promotion of opportunities for the exchange of knowledge and ideas, the CMS has drawn up a set of specifications for its redesign. The goal is to make it more attractive and user-friendly while offering a wide range of useful information to the Microfinance sector in Morocco.

Towards the end of 2016, the CMS selected the tender that best responded to the terms of reference. The new version of the CMS website will be operational in 2017.



UPDATING NATIONAL MICROFINANCE MAP:

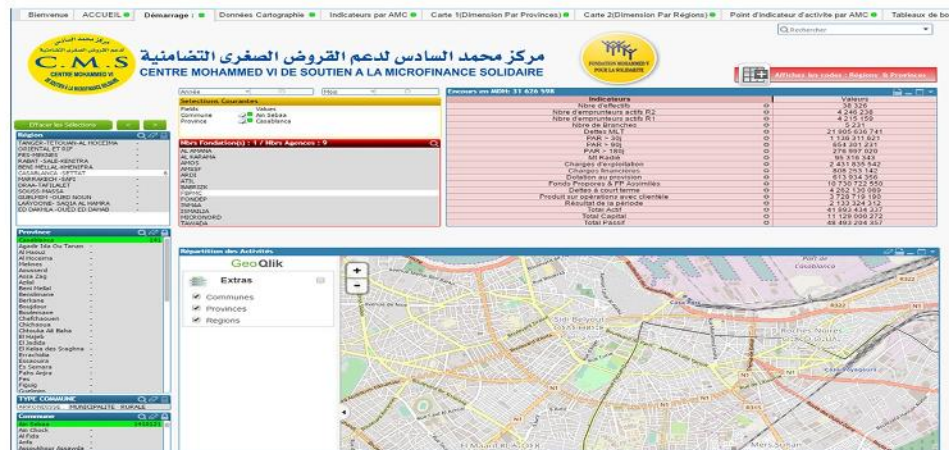
The " National Microfinance Map " is a tool for professionalizing Microfinance in our country. Its purpose is to:

- Localize MFI sales outlets at the national, regional and local levels;
- Know microcredit agencies' commitment amounts, outstanding amounts, risk portfolios (PAR), number of active clients, number of agents employed, activities financed, etc.

In 2016, the CMS continued the process of updating the " National Microfinance Map " through the QlikView software and its GeoQlik cartographic extension, in order to simplify both its use and functioning, offering several possibilities for research of the desired data, and their analysis and consolidation.

In addition, it continued to solve "bug" problems, ensure data access security, improve the script (program scenario) and modify the interfaces when necessary.

In the same vein, as a result of the frequent problems resulting from the integration of the quarterly data collected from the MFIs, which proved to be inconsistent with the requirements and interfaces of this tool, the CMS devised a new canvas for the desired harmonization.



Finally, towards the last quarter of 2016, the CMS began to work in collaboration and coordination with the MFIs to make the “ National Microfinance Map ” adequately play the roles it is meant for.

MOBILE APPLICATION FOR REMOTE PROCESSING OF PNME APPLICATIONS:

In close collaboration between the CMS team and the “Specialized Master in Entrepreneurship and Business Creation” launched by Ain Chock Law Faculty in Casablanca, an ODK (Open Data Kit) mobile application was developed for the remote processing of applications by micro-entrepreneurs wishing to participate in the National Micro-entrepreneur Award (PNME), classifying them and evaluating them, on the same database, as objectively as possible.

The data collected by the mobile devices are immediately transmitted to an online server, even without an internet connection or mobile operator coverage.

Easy to manipulate and downloadable from Android and Windows operating systems, the ODK application was tested for the 200 applicants participating in the 2016 PNME. The results were satisfactory and confirmed the good functioning of the application.

DEVISING MEDIUM FOR FOLLOWING UP PNME WINNERS:

The CMS devised a follow-up medium for the winners of all the PNME events. The medium, which was sent to all the MFIs, mainly aims to produce an annual report highlighting the impact of the PNME Award on the activities of the winners since its inception.

The one-page medium is subdivided into four main parts:

1. General information on the micro-entrepreneur;
2. Information on the activity;
3. Customer relationship information;
4. Impacts of the Award on the micro-entrepreneur.

The first monitoring and evaluation report of PNME winners will cover the 2012-2016 editions and will see the light of day in 2017.

RRME EXHIBITOR PROFILES:

From 2016, the CMS has gathered data on micro-entrepreneurs participating in the Regional Micro-entrepreneur Event (RRME) organized by the CMS, and in national exhibition fairs (Morocco's International Agriculture Fair and the Social and Solidarity Economy Fair), in order to determine their profile.

The data collected are used for statistical analysis to prepare a report by RRME and the national exhibition fair, and to produce an annual synthetic report on the profiles of participating micro-entrepreneurs.

SHOOTING CMS INSTITUTIONAL FILM:

In order to promote its image among the different sector stakeholders and among the public, the CMS has produced an institutional film which succinctly presents its missions, strategic objectives, activities, key figures, etc.

First broadcast on CMS premises, on April 07, 2016, during the 4th National Micro-entrepreneur Award ceremony, the CMS institutional film will be entrusted to a new expert for update.



CMS PARTICIPATION IN NATIONAL AND INTERNATIONAL EVENTS:

The CMS participated in conferences, round tables, workshops, etc. in Morocco and abroad. The following are examples of those events:

- The 12th Annual SANABEL Conference in Casablanca on: " Microfinance experience: Regional progress and evolving global trends in Arab region "
- Regional Conference in Skhirat for the Promotion of Financial Inclusion in Arab Countries;
- Workshop organized at the headquarters of the Ministry of Handicraft and Social and Solidarity Economy on " Supporting the elaboration of framework law for Social and Solidarity Economy ", initiated by this Ministry in collaboration with the Food and Agriculture Organization (FAO);

- Arab Forum at the Moroccan National Library in Rabat on the economic integration of young people;
- Conference on “ Territorial Initiatives for Women Entrepreneurship ”, organized by APEFE - Min Ajliki in Rabat;
- Regional conferences in Oujda on Social and Solidarity Economy in the Oriental Region;
- The 2nd edition of the Forum of Entrepreneurship Stakeholders in the Mediterranean held in Marseille on the theme “ Acting together for a new dynamic ”;
- Conference-debate: “ Climate change : role and challenges for the insurance industry ”, organized in Casablanca by the Moroccan Federation of Insurances and Reinsurance Companies (FMSAR);
- Innovative Social Entrepreneurship Days in the Faculty of Legal, Economic and Social Sciences Ain Chock of Casablanca;
- Inaugural conference of the first Master “ Social Innovations and Social and Solidarity Economy Management ” at the Faculty of Law Ain Chock of Casablanca.

ACQUISITION OF BOOKS AND SUBSCRIPTIONS TO SPECIALIZED JOURNALS:

To strengthen its documentation base and expand its library, the CMS acquired, within the limit of its budget, books about microfinance or other topics of interest to professionals in the sector. It has also subscribed to new specialized journals.

GUIDING AND SUPPORTING RESEARCHERS AND TRAINEES:

As usual, the CMS made sure to continue its support for thesis or dissertation projects through conducting interviews, recommending documents and opening its library to those interested.

It has enabled several university students and researchers to benefit from professional guidance and internships provided by the CMS or other operators in the sector, in addition to the documentation available at the CMS library.



**CASABLANCA'S
OASIS SOLIDARITY MARKET**



His Majesty King Mohammed VI, may God bless Him, laid the foundation stone for the construction of the " Solidarity Market " in Casablanca's Oasis district on Thursday, July 17, 2014.

Designed by Mohammed V Foundation for Solidarity, the building covers an area of 1,400 m² and a covered area of 2,400 m² (building: ground floor + one floor), including a cold room, a storage room, a depot as well as other outbuildings.

This remarkable structure's mission is to support the sustainability and development of Social and Solidarity Economy stakeholders' activities (SSE), increase their income and improve their living conditions. It mainly aims to:

- Enhance the brand image and the quality of local products and crafts;
- Promote partnerships and networking for SSE stakeholders;
- Promote local development in remote areas;
- Make it a national showcase for local products and craftsmanship to serve as a successful model to be duplicated in other regions of the Kingdom.

In 2016, the CMS was involved in the different meetings organized by the Mohammed V Foundation for Solidarity on the " Solidarity Market " project in Casablanca.

The discussions resulted in the realization that there is a need for a " Solidarity Market " in the form of a depot selling local products and crafts on behalf of cooperatives and micro-entrepreneurs.

Casablanca's " Solidarity Market " will be officially inaugurated on March 15, 2017 by His Majesty King Mohammed VI, may God Glorify Him.



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CENTRE MOHAMMED VI DE SOUTIEN A LA MICROFINANCE SOLIDAIRE