



2017 Activities Report



مركز محمد السادس لدعم القروض الصغرى التضامنية
MOHAMMED VI SUPPORT CENTER FOR SOLIDARITY MICROFINANCE



HIS MAJESTY KING MOHAMMED VI, MAY ALLAH ASSIST HIM.



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

The CMS shows the importance that Mohammed V Foundation gives to solidarity with people in precarious situations, aiming at integrating them into the socio-economic environment, thereby fulfilling the Foundation 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 Micro Finance Institutions (MFIs), promoting their activities through three main areas: training MFIs staff and beneficiaries on 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



In 2017, Microfinance in the world recorded a growth of around 10%, both for the global loans portfolio and the number of active borrowers.

Other trends in Microfinance, already observed in recent years and confirmed again in 2017 deserve to be mentioned:

- greater professionalisation of Microfinance Institutions (MFIs) ;
- tendency towards concentration and transformation of mature MFI into banks ;
- "Universal Standards for Social Performance Management" keep spreading and are used by more than 300 MFIs from nearly 90 countries all around the world.

In Morocco, the Microfinance sector has continued, resolutely and imperturbably, to carry out its missions in terms of fighting poverty, and socio-economic inclusion of its clients. In particular, it has increasingly continued its ongoing commitment to improve the clients' social situation through the application of "Universal Standards for Social Performance Management".



The number of active customers served by the national Microfinance in 2017 reached 937,599 [+ 2% compared to 2016] for an outstanding amount of micro-loans of 6.743 billion [+4%].

In this global, international and national context, the Mohammed VI Support Center for Solidarity Microfinance (CMS) undertook a number of actions around the following axes during the year 2017:

- Participation in the improvement of operational and management skills for human resources in the national microfinance sector, on the basis of a rich training program, in partnership with national and international experts ;
- Strengthening supporting actions for micro-entrepreneurs with the aim of promoting their micro-enterprises, and supporting the marketing of their products and services ;
- Launch of structuring sectoral projects in parallel with the continuation of the Observatory's usual projects relating to sectoral watch, the elaboration of documents, the sharing of information, the support of researchers and trainees, etc. ;
- Development of Communication and Partnerships to raise awareness and increase the national and international influence of the CMS, and the promotion of the development of Microfinance in Morocco.

**HIGHLIGHTS IN THE LIFE
OF THE MICROFINANCE SECTOR IN 2017**



International :

- Publication of:
 - "Microfinance Barometer 2017" by the "Convergences" platform ;
 - "Microfinance Market Outlook: 2017 development, trends and forecasts" by the Swiss fund "ResponsAbility Investments for Prosperity" ;
 - Joint report of the Arab Monetary Fund and the CGAP (Consulting Group to Assist the Poors) on financial inclusion in the Arab world.
- Holding of:
 - 13th global Forum on Microfinance in Prague [Czech Republic] ;
 - The 10th edition of the Convergences World Forum "Together, let's innovate for a world with Zero Exclusion, Zero Carbon, and Zero Poverty" in Paris ;
 - The 11th edition of the Sanabel Conference in Beirut [Lebanon] around the theme: "Financial Inclusion in Arab Countries: a progress of collaboration and achievements" ;
 - The African Week of Microfinance in Addis Ababa [Ethiopia], around the theme: "Supporting SMEs: A New Era for Inclusive Finance".

National :

- Appointment of Morocco to the chair of Sanabel (Arab Network of Microfinance) ;
- Exemption from VAT, without the right to deduction, of micro-credit operations, in particular, of minimizing the cost of funding for micro-entrepreneurs ;
- The Launch of the second phase (2017-2021) of the "Min Ajliki" Program to promote Women entrepreneurship in Morocco, prepared by APEFE (Belgian Association for the Promotion of Women's Education and Training abroad) with its partners, including the CMS ;
- Holding of:
 - The 5th edition of the National Micro-Entrepreneur Award [NMEA] in Casablanca, to reward 31 deserving micro-entrepreneurs ;
 - The 6th edition of the National Exhibition of the Social and Solidarity-based Economy in Casablanca ;
 - The 3rd edition of the Prize of the CDG Foundation in Rabat to award 89 people, in the course of a support program, for the creation of the young Micro-company, in partnership with CMS and National Federation Of Microcredit Associations [FNAM].



TRAINING DIVISION ACTIVITIES



The CMS is recognized by international actors that are experts in training and skills qualification, as an excellent reference in the domain of ongoing training in the Microfinance sector in Morocco, Africa and more and more, on an international scale, through partnerships with prestigious organizations: ADA Luxembourg, Frankfurt School, GIZ, SMART Campaign, Social Performance Task Force, Training Center for the Banking Profession - France, etc.

During the year 2017, the CMS has maintained and placed much focus on remaining more responsive to the training needs of the sector, as well as its proximity policy.

2017 ACHIEVEMENTS OF THE CMS TRAINING PROGRAM

The 2017 training plan approved by the Micro-Credit Associations (MCA), has scheduled a number of activities, with the aim of providing the sector with skills to manage the changes and developments that most of its operators are experiencing. Therefore, training was provided for MCA staff and micro-entrepreneurs.

Regarding the MCA agents training, in addition to the traditional training programs provided by the CMS, specific programs have been conceived and carried out through the skills of the CMS and the industry, thanks to the support of international partners stakeholders.

Therefore, it is important to quote the following examples :

- the Professional Certificate in Microfinance "Credit Agent" ;
- the Professional Certificate in Microfinance "Agency Manager".

These cycles, performed in partnership with the Training Center of the Banking Profession (CFPB – France,) and conducted by certified Moroccan trainers, are designed to professionalize the work of field agents in the sector.

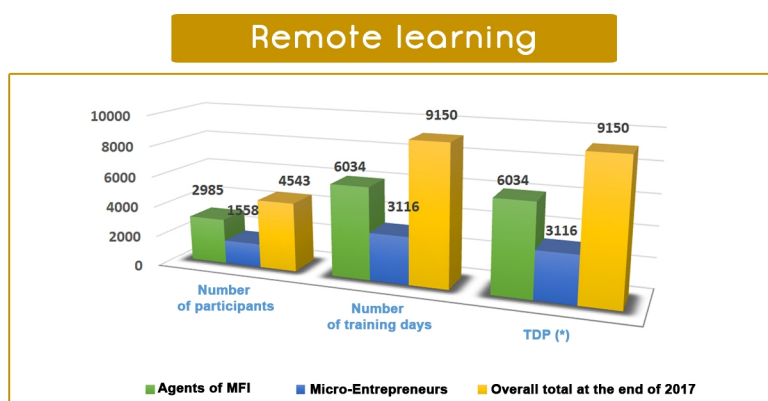


Very thorough training courses were also scheduled and conducted, such as the following :

- "Innovation and diversification of products", in partnership with ADA Luxembourg and BRS ;
- Training seminars "Business" ;
- Financial Education ;
- Client Protection ;
- Social Performance.

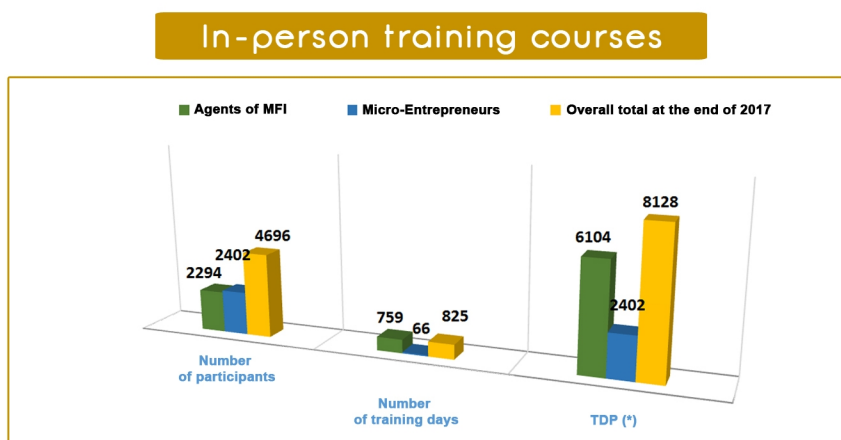
The 2017 Training activity of the CMS was also characterized by the launch of a new project to dematerialize the CMS training offer, aiming to spread its availability, through an e-learning platform [remote learning] at: <http://www.cmselearning.ma/lms/index.php?r=site/index>.

Accordingly, this platform has provided training **2,985 MCA agents**, following common and transversal modules as well as Financial Education, and **1,558 Micro-Entrepreneurs**, following the Financial Education modules, giving a **total of 4,543 people**.



[*] TDP : Training Days for Participants (Training days x Number of participants)

For **in-person training courses**, **4,696** participants were able to benefit from this opportunity at a country level, including **2,294 MCA agents** and **2,402 micro-entrepreneurs**. An **increase of 33% compared** with the year 2016.

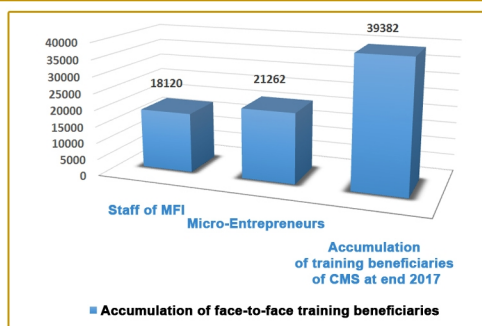


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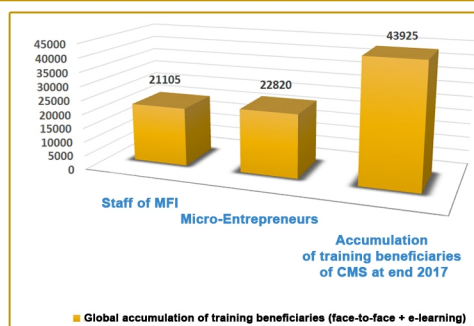
As to the **cumulative figures of the CMS Training activities**, since the beginning of its activities, the number of the beneficiaries of in-person training actions has been increased to **39,382** people, **an increase of 12.6%** compared with the year 2016. This growth rate of the cumulative number of beneficiaries of the Training raised up to **25.6%**, if remote training is taken into account.

The following graphs provide an account of the cumulative figures of CMS Training activities:

Accumulation of face-to-face training beneficiaries

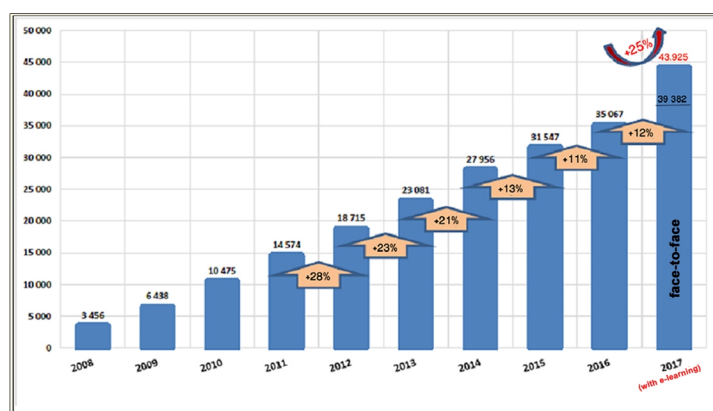


Global accumulation of training beneficiaries (face-to-face + e-learning)



- * including 2,985 MCA agents in e-learning.
- ** including 1,558 micro-entrepreneurs in e-learning.

The increase of the accumulated total of training recipients since 2008



ELABORATION OF THE 2018 TRAINING PLAN FOR THE MOROCCAN MICROFINANCE SECTOR

The 2018 Training Plan for the Moroccan Microfinance Sector was formulated in 2017, based on the needs expressed by the managers of the various MCAs.

It is based on relevant topics and watch keeping, allowing participants to upgrade and promote their skills such as the training of trainers, Financial Education, Risk Management, Client Protection, Social Performance, Innovation and Product Diversification, Digital Finance, Legal Framework of Microfinance, and Communication.



MEETING OF THE TRAINING CENTER OF THE BANKING PROFESSION (CFPB) PARTNERS - GRADUATE SCHOOL OF THE BANK

The meeting of African CFPB partners organized by the CMS Training branch took place from 20 to 23 November 2017 in Casablanca.

This meeting was a good opportunity for Presidents and Directors of Moroccan microfinance institutions to meet with Directors of Professional Microfinance Associations, coming from France, and 14 French-speaking African countries: Morocco, Mali, Niger, Ivory Coast, Guinea, Burkina Faso, Congo, Togo, Senegal, Madagascar, Chad, Benin, Cameroon and Burundi.

This meeting was also an opportunity for the CMS to hold discussions with African partners of the CFPB, with regard to the possibility of South/South partnership with African microfinance institutions and Sub-Saharan federations: Microfinance African Institutions Network (MAIN), Professional Association of Decentralized Financial Systems (PADFS) of Ivory Coast, etc.



**MICRO-ENTERPRISE
PROMOTION AND MARKETING
SUPPORT DIVISION ACTIVITIES**



As in past years, and in response to the instructions of the Board of Directors, the CMS continued in 2017 its actions of socio-economic inclusion of micro-entrepreneurs, through a broad program of support, including adapted training, aimed in particular at optimizing the management of their micro-enterprises, as well as advanced actions to support the marketing of their products and services.

Therefore, the following achievements were able to emerge:

EVENTS RELATED TO REGIONAL MEETINGS OF THE MICRO-ENTREPRENEUR :

The CMS held its Regional Meetings of the Micro-Entrepreneur [RMME] in Casablanca and M'diaq, together with MCA, local authorities and various socio-economic actors.



It also prepared and supervised the participation of micro-entrepreneurs in the following events:

- The 12th edition of the International Agricultural Exhibition of Morocco [SIAM] in Meknes ;
- The 6th edition of the National Exhibition of the Social and Solidarity Economy [ECOSS] in Casablanca ;
- The " Supportive Bazaar Min AJLIKI " in Casablanca ;
- The exhibition-and-sell on the margins of the CDG Foundation Prize ceremony in Rabat ;
- The meeting of the 12th anniversary of the INDH in Sidi Bernoussi in Casablanca.

All these meetings have been widely successful at the organizational level and were attended by **826** micro-entrepreneurs, a growth rate of **41%** compared with the previous year.

Micro-entrepreneurs who participated in the meetings, represented all regions of Morocco. They were offered exhibition space that were fitted and made available to them for free, in order to present and sell their products. They also benefited from training sessions provided by the CMS and its partners.

The following table summarizes the dates and places of all the meetings organized by the CMS for the benefit of micro-entrepreneurs, the number of participants and their distribution by gender, as well as the dominant activities for each meeting.

Summary of the different events relating to the RMME of the CMS during 2017

Events	Dates	Cities	Number of participants	Main activities	Women	Men
RMME (on NMEA sidelines)	May 22 - 25	Casablanca	130	Handicraft, embroidery, olive & argan oils, leather goods, traditional weaving.	70%	30%
RMME	November 14 - 19	M'diq	135	Traditional sewing, traditional & modern weaving, leather goods and local products.	70%	30%
International Exhibition of Agriculture in Morocco (SIAM)	April 18 - 23	Meknès	120	Local products.	50%	50%
National Exhibition of the Social and Solidarity Economy	November 17 - 27	Casablanca	200	Essential oils, argan oil and derivatives, beekeeping, organic cosmetics, couscous and medicinal plants, pastry, clothing, traditional and modern sewing, accessories and decorative items, tapestry.	85%	15%
Solidarity Bazaar « MIN AJLIKI »	December 19 - 20	Casablanca	90	Local products, weaving and traditional sewing.	90%	10%
Exhibition at the Foundation CDG Gallery	December 22	Rabat	106	Traditional sewing, traditional weaving, argan oil, embroidery, local products.	80%	20%
INDH Sidi Bernoussi meeting	May 20 - 24	Casablanca	45	Traditional sewing, traditional weaving, argan oil, embroidery, local products.	50%	50%
TOTAL			826			

NATIONAL EXHIBITION OF SOCIAL AND SOLIDARITY ECONOMY 2017

In the context of the 6th edition of the Social and Solidarity Economy National Exhibition (ECOSS) held in Casablanca in November 2017, the CMS co-organized together with the Ministry of Crafts and Social and Solidarity Economy, exhibition-and-selling spaces for the benefit of **200** beneficiaries. Similarly it has co-organized training sessions for exhibitors with that same partner, on Financial Education and Digital, for the benefit of producers local products and crafts.

At the closing of the Exhibition, a trophy was awarded to the CMS by the Ministry of Crafts and Social and Solidarity Economy, for its high contribution to the success of this event.



TRAINING OF MICRO-ENTREPRENEURS

2017 makes up the beginning of a new type of training for micro-entrepreneurs: remote learning via the e-learning platform of CMS, in addition to in-person training.



Thus, **3,960** micro-entrepreneurs benefited from the Training Program of CMS for Micro-entrepreneurs, with **39%** in e-learning and **61%** in-person.

Remote learning benefited **1,558** micro-entrepreneurs: they learned from five modules in Financial Education, focusing on the following themes: financial goal-setting, budgeting, budget balance, borrowing and excessive debt.

Regarding in-person learning, it concerned **2,402** micro-entrepreneurs.

The following table presents the themes covered by in-person learning with the number of participants divided by gender and age. It appears that Financial Education recorded the greatest number of participants (**34%** of the total), followed by training on personal development (**18.5%**), digitization for the benefit of producers (**16.6%**) and marketing techniques (**16%**).

Topic	Number of participants	Gender		Age range
		Women	Men	
Financial Education	817	90%	10%	18 - 75 years
Marketing techniques	384	90%	10%	
Personal development	446	90%	10%	
Structuring a micro-enterprise into a VSE	255	80%	20%	
Digitization for the benefit of producers	400	65%	35%	
Management of Associations	100	30%	70%	
Creation of agricultural enterprises				
Microcredit				
Communication techniques				
TOTAL		2.402		

The table below shows the distribution by region of the number of participants in the Financial Education program for micro-entrepreneurs.

Financial Education Program for Micro-Entrepreneurs

Regions	Number of participants	Gender	
		Women	Men
Grand Casablanca	354	65%	35%
Rabat - Kénitra	158		
Tanger - Tétouan - Al Hoceima	151		
Fes - Meknes	84		
Marrakech - Essaouira	70		
TOTAL	817		

SECOND PHASE OF THE SUPPORTING PROGRAM "MIN AJLIKI" FOR WOMEN ENTREPRENEURSHIP

In the context of the partnership agreement signed in March 2017 with the Belgian association APETA [Association for the Promotion of Education and Training Abroad], which placed emphasis on the second phase of the program of support for women's entrepreneurship "Min Ajliki", **14** days of training took place during 2017 in favor of **1,302** micro-entrepreneur women as recipients of Microcredit.

These training days, as the table below reveals, were organized in several cities of the Kingdom, and focused on the following themes: Personal Development, Financial Education, Structuring of Micro-enterprise in VSE, Marketing Techniques, Microcredit and Status of the self-entrepreneur.

Topics	Regions	Number of participants	Gender
			Women
Personal development	Grand Casablanca	528	100%
Financial Education			
Structuring a micro-enterprise into a VSE	Tétouan - M'diq	536	
Digitization for the benefit of producers	Meknes	168	
Marketing techniques			
Microcredit	Essaouira	70	
Self-employed status			
TOTAL		1.302	

3rd edition of the CDG Foundation Prize

Following the example of the other years, the CMS participated in 2017 in the 3rd edition of the Program of Support for income-generating activities by supporting the creation of the emerging micro-enterprise.

This program, that is introduced in partnership with CDG Foundation, Jaïda Fund and FNAM, intends to enhance the economic autonomy of the most disadvantaged young people, and facilitate their integration in the country's economy and social life, by financing their micro-projects.



The financial support provided to selected micro-entrepreneurs is in line with, partially or wholly, the personal contribution expected of them to finance the part not covered by the MCA.

The ceremony of financial aid award of the CDG Foundation took place on 22 December 2017 at the headquarters of the said Foundation in Rabat, and **106** of **143** proposed candidates were awarded.

Number of MFI	Number of proposed candidates	Number of shortlisted candidates	Number of finalist candidates (winners)	Ceremony date and venue (financial assistance granted)
7	143	122	106	Rabat, December 22, 2017

Simultaneously, training courses on Personal Development and the Status of the Self-Entrepreneur were provided to the benefit of all the award winners who were also able to exhibit their products in the Gallery of the CDG Foundation.



FIFTH AND SIXTH EDITIONS OF THE NATIONAL MICRO-ENTREPRENEUR AWARD (NMEA)

Organized annually by the CMS, in partnership with FNAM, the NMEA intended to provide a forum for encouraging micro-entrepreneurs who have become great in various areas, while at the same time improving their condition and / or their families', through the creation of a high added value activity, the formalization of their activities, or their ability to reintegrate into their socio-economic environment.

During the fifth edition of the NMEA, organized on 23 May 2017 at the CMS, a great event honored **31** award winners including **20** women, selected from among **206** proposed candidates.



For the sixth edition of the NMEA, the process leading to the awards ceremony has been launched. Thus, the candidacy of **186** micro-entrepreneurs was proposed, including **98** women. **32** laureates will be selected and rewarded during a ceremony that will be organized in their honor in the course of the year 2018.

The table below tracks data on the number of proposed candidates and the laureates of the different editions of the NMEA.

Overall number of NMEA nominees										
Year	Proposed nominees	Women	W%	Men	M%	Winners	Women	W%	Men	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%
2017	186	98	53%	88	47%	32	20	62%	12	38%
TOTAL	982	442	45%	540	55%	164	98	60%	66	40%

In 2017, the Microfinance Observatory launched and continued the implementation of important projects for the Moroccan microfinance sector, in conformity with the 2017 CMS plan of actions, and following the objectives contained in its medium-term development plan 2017-2020, both approved by the Board of Directors. These are the following projects:

PROJECT OF OBSERVATORY ELECTRONIC PLATFORM

The GIZ [German International Cooperation] has planned to accompany the CMS in the elaboration of a requirements specification for the setting up of the Observatory's electronic platform concerning the exchange of data and analysis with the institutions of the microfinance sector in Morocco.

A specialized firm has been selected for the elaboration of the said specifications in which the key concepts will have to be emphasized, permitting to arrive at a full modeling of the platform specifications. The proposed platform is, therefore, called upon to address, via the central body that is the CMS, to a public comprising primarily MCA, FNAM, Bank Al-Maghrib, and the Economy and Finance Ministry,

It will be, above all, an electronic platform for financial and social reporting of Microfinance in Morocco. Its central goal will be to gather, and present detailed analyzes of the situation of the Microfinance sector in Morocco, as well as to warn on the risks of the sector as a whole.

ANALYSIS AND MONITORING TOOLS OF MICROFINANCE PERFORMANCE IN MOROCCO

The CMS produces and communicates the monthly scoreboards of the Microfinance activities in Morocco, quarterly notes of sector trends, and the quarterly tool "Factsheet" of the analysis of the financial and social performance of the sector.

MONTHLY SCORECARD OF MICROFINANCE ACTIVITIES IN MOROCCO

The "Monthly scorecard of Microfinance Activities in Morocco" makes up a specific production of the CMS dedicated to the actors of the sector, launched in 2016 to fill a gap on this matter.

It extends the scope of the monthly activity of Microfinance relating to the current year in our country, and it compares it with that of the previous year.

Presented in the form of a synthetic table of indicators, coupled with graphics, this tool is, importantly, a good means for steering, decision help and foresight. It serves the purpose of making appropriate decisions, based on quantified statements, as it serves to establish certain forecasts based on extrapolations of observed trends.

Tableau de bord mensuel de la Microfinance au Maroc
Fin Décembre 2017

Tableau de bord du secteur	déc-17	déc-16	Var (2017/2016)
Effectif	7 255	7 100	2,2%
Personnel salarié	886	863	2,7%
Personnel ferrail	6 369	6 237	2,1%
Nbre d'emprunteurs actifs	940 685	922 878	1,9%
Hommes	480 619	466 084	3,3%
Femmes	460 066	457 794	0,5%
Nbre d'emprunteurs actifs	940 685	922 878	1,9%
Individuels	567 642	548 366	3,6%
Solidaires	371 280	374 516	-0,9%
ETP	1 463	616	139,5%
Nbre d'emprunteurs actifs	940 685	922 878	1,9%
Rural	305 971	323 708	-6,2%
Urban	619 714	599 170	3,4%
Solde du Nbre d'emprunteurs actifs dans le mois	942	2 318	-57,9%
Nouveaux clients dans le mois	17 809	16 493	8,0%
Nombre de départs des clients dans le mois	17 067	14 178	20,4%
Nbre d'opérations	1 651	1 565	5,2%
Rural	768	653	17,6%
Urban	883	912	-3,3%
Nbre de guichets mobiles	140	122	14,8%
Rural	125	109	14,7%
Urban	15	13	15,4%
Prés absents durant le mois :			
de montage	54 381	51 792	5,0%
de montage (Caisse de l'année)	520 742 040	537 491 834	-4,8%
de montage	628 759	ND	ND
de montage	6 793 391 837	ND	ND
Décomposition de portefeuille à risque			
Décompte total de crédit	6 756 770 115	6 467 368 587	4,5%
de montage	6 136 571 048	6 210 098 482	-2,3%
de montage	39 227 066	39 353 729	-0,3%
de montage	30 018 433	31 099 368	-3,2%
de montage	79 906 349	65 988 433	21,1%
de montage	65 960 819	17 470 110	273,8%
de montage	3,16%	2,36%	(+79,88 points)

QUARTERLY NOTE OF MICROFINANCE TRENDS IN MOROCCO

The CMS produces "The Quarterly Note of Microfinance Trends in Morocco" for the benefit of operators and stakeholders in the Microfinance sector in our country.

This document is a synthesis and aggregation of the leading indicators of the sector's activity reported by the MCA. It presents the advantage of being an analysis, monitoring and management element for MCA, allowing managers to know the general sector's situation and all its trends.

THE "FACTSHEET" TOOL

The "Factsheet" tool constitutes another quarterly CMS support, which makes it possible to enrich the knowledge of the sector's numerical data. It is also a tool for continuous monitoring of the financial and social performance of a Micro-Finance Institution [MFI], set up and disseminated by the CMS to all stakeholders in the sector since 2015.

Based on an easy accessible Excel Format consisting of MFI's Financial statements data, the Factsheet calculates the evolution of a MFI's key financial and social performance indicators, and presents them in graphical form. It is used for financial and social reporting purposes.



UPDATE OF THE NATIONAL CARTOGRAPHY OF MICROFINANCE

The National Mapping of Microfinance is a fundamental interactive tool for the development of Microfinance in our country and its professionalization. It enables MCAs to rationalize their coverage in points of sale in all regions of the Kingdom, and to support their governance through the information contained therein [agencies commitments, outstanding amounts, Portfolios At Risk -PAR-, the number of their active customers, the number of agents employed, the funded activities, etc.].

In terms of the effectiveness of this tool, the CMS has proceeded to its updating for its good exploitation by the sector's operators, by the resolution of the "bugs" (errors of a program), the improvement of the scripts (program scenarios), monitoring security of access to data, and modification of interfaces.

It has also developed a close collaboration and coordination with the MCA to insert their data relating to the year 2016, according to the new administrative division of the Kingdom into 12 Economic Regions. The CMS also made sure to include the data from the "Haut Commissariat au Plan (HCP) corresponding to general census of population and Housing Survey of 2014.

MONITORING OF PROJECTS SUPPORTED BY THE WORLD BANK'S DEAUVILLE INITIATIVE

Within the framework of Deauville Initiative, aimed at supporting the development of Microfinance in Morocco through a donation of US \$ 4.9 million, CMS monitored of the following 2 projects in 2017 :

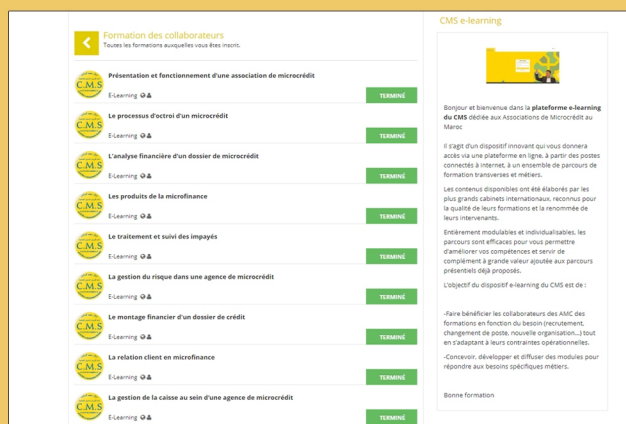
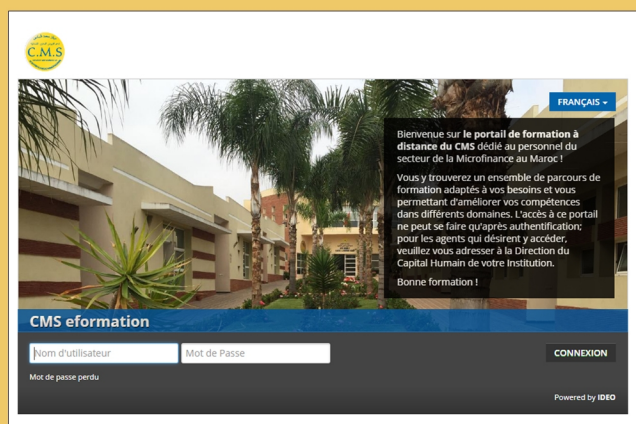
- Phase II of the CMS' e-learning project development ;
- The project "Development of tools and conduct of a study on the impact of Microfinance in Morocco".

PHASE II OF THE CMS' E-LEARNING PROJECT DEVELOPMENT

At the stage II of this project, it is a matter of expanding the existing content in the e-learning platform of CMS by:

- The implementation of an on demand e-learning catalog, with a minimum of 200 hours of training in 3 major areas including fundamental knowledge, soft skills and know-how, with 25% of modules in Arabic language ;
- The development of 20 tailor-made modules: 15 modules for MCA staff, and 5 modules for micro-entrepreneurs.

Once the expected modules are validated, implemented and technically tested, it will address the transfer of skills for the trainers of CMS and MCA, and of Training on technical and functional aspects, and on the administration and management aspects of tutoring.



PROJECT "DEVELOPMENT OF TOOLS AND CONDUCT OF A STUDY ON THE IMPACT OF MICROFINANCE IN MOROCCO"

In the project "Development of tools and conduct of a study on the evaluation of the Microfinance's impact in Morocco", the mission assigned to the service provider centers around 2 major axes:

- assessment of all the existing measurement tools of the Microfinance's impact, and the suggestion of new effective tools;
- conduct of a study of the Microfinance's impact in Morocco on its beneficiaries.

Most of the studies of the Microfinance's impact conducted so far are subject to methodological limitations that do not categorically allow the attribution of the observed changes to the sole participation in Microfinance programs, and not to other external factors. For this main reason, it is highly advisable to make an evaluation of all existing tools of the Microfinance's impact and to present, to the greatest extent possible, new and appropriate tools.

On the other hand, it is expected that the impact study to be carried out scientifically assesses :

- changes observed at the customers, micro-enterprises, and families/households level ;
- the degree of correlation between observed changes and client participation in the microfinance program [cause-and-effect relationships between changes and the presence of microfinance] ;
- factors promoting or hindering opportunities for change, but not directly related to the intervention of the program, such as the clients' profile, household size, and the sector of micro-enterprise activities , etc .

RESULTS OF THE ENGINEERING INVESTIGATION IN MICRO-ENTREPRENEURIAL TRAINING REQUIREMENTS

In order to develop the 2018 Training Plan of CMS for micro-entrepreneurs, the Microfinance Observatory conducted an engineering survey of their training needs, from August to the end of December 2017. The survey analysis resulted in the following conclusions:

- 85% of micro-entrepreneurs are interested in Training. Of this percentage :
 - 54% prefer management training, 31% are interested in remote learning, and 15% in Business training ;
 - 68% wish to take advantage of the 3 types of training ;
- About 82% of micro-entrepreneurs, who want management training, have chosen more than one training theme ;

- The most requested topics of management training by micro-entrepreneurs are: Marketing [marketing techniques, sales price determination, communication and advertising, preparation and packaging] for 35% of them, Financial Education [35%], personal development [19%], entrepreneurial spirit and setting up income generating activities [5%], and business plan development [4%] ;

- The most requested business training are: traditional and modern sewing [40%], cooking and making pastry [15%], honey production, oils and natural-based cosmetics [11%], and hairdressing [8%].

IMPACT ASSESSMENT STUDY OF THE LAST 5 EDITIONS [2012-2016] OF THE NMEA

In the course of 2017, the CMS conducted a survey to evaluate the impact of the National Micro-Entrepreneur Award [NMEA] on the winners of the five editions [2012-2016] of the said Prize. The survey, which concerned 57 laureates out of a total of 132, and which will be completed and finalized in 2018, resulted in some interesting results, the main ones of which are presented below :

- The formalization rate of the micro-entrepreneurs laureates' activities rose from 26.31% to 54.38%, after getting their prize ;
- The capital of the activity of the laureates has been multiplied from 3 to 4 relative to the start-up capital ;
- The majority of prize-winners [93% of the total] are still MCA clients ;
- 94% of prize-winners have dedicated their prize to the development of their activities ;
- Of the 57 winners, representing 96% of the total, 55 achieved increases in their turnover, after obtaining their prize.



CMS PARTICIPATION IN NATIONAL AND INTERNATIONAL EVENTS

The year 2017 witnessed a rich participation of the CMS, in Morocco and abroad, in conferences, forums, seminars, round tables and workshops. In this regard, mention should be made of the following few manifestations :

- 2nd edition of the Morocco Today Forum on the theme: "Co-development: Vision of a King – Let's move forward together through Social Entrepreneurship" ;
- Conference of Sanabel 2017 on: "Financial Inclusion in Arab Countries; A progress of collaboration and achievements" in Beirut - Lebanon ;
- 3rd edition of "Meetings Responsibility & Performance" in Casablanca, under the High Patronage of His Majesty the King, may God Assists Him, on the theme: "Social Innovation for Sustainable Growth" in the presence of the Nobel Peace Prize winner, Professor Muhammad Yunus ;
- Micro-Enterprise Forum organized by the Banque Populaire Group in Oujda;
- "Study of impact" workshop of the project "Min Ajliki" in Rabat ;
- Workshop on the projects of internet portal and collection for the products supporting the Very Small and Medium Enterprises (VSME) in Rabat ;
- Workshop on the new program of Financial Education for very small enterprises, micro-enterprises and auto-enterprises, at the headquarters of the Moroccan Foundation for Financial Education (FMEF) in Casablanca.



SUPPORT FOR RESEARCHERS AND TRAINEES

The CMS has provided great support for Projects of theses, and end-of-study dissertations, through interviews, recommendations of documentation and the opening of its library to the university students and researchers. It also supported trainees through continuous professional coaching.

COMMUNICATION & PARTNERSHIPS



The Pole "Communication & Partnerships", by the transverse nature of its actions, has greatly contributed to the achievement of the many projects of the CMS in 2017, and in particular with regard to the supervision and the follow-up of all the audiovisual works related to the National Micro-Entrepreneur Award (NMEA). Thus, a film retracing the CMS course during the last ten years has been produced, and it will be shown during the ceremony of the prizes of the NMEA 6th edition in 2018.

It is worth noting the recognition of the CMS by the Citi Foundation, in its report "Global Citizenship Report", as a key partner of its program "Citi Micro-entrepreneurship Awards", and as a promoter of a best practice in support of women micro-entrepreneurs living in different regions of Morocco.



In terms of communication with the sector, the CMS has:

- redesigned its website [www.cm6-microfinance.ma], to make it more attractive, more user-friendly, and above all, in line with international standards in the field of new technologies [Responsive Web Design, search engine,...]. The regular update and enrichment of this site continue to be done thanks to the information collected in terms of the three other poles.
- continued to spread, throughout the year, information likely to interest the sector, through its electronic newsletter "Flash Info Sector", to edit 13 issues, an average of about one issue a month.
- enriched its library with new books and journals on Microfinance, and other topics of interest to industry professionals, researchers, and students.

The CMS also contributed to the success of the Social and Solidarity Economy in Africa conference first edition, by providing its assistance to the Groups of Economic Impulse Morocco-Senegal and Morocco-Ivory Coast, in partnership with the CGEM [General Confederation of Moroccan Companies], for the organization of a competition rewarding the most deserving entrepreneurs from the three countries.

This competition has derived its inspiration from the model of the NMEA for its organization, and three Moroccan micro-companies, benefiting from microcredit, each won a prize, out of nine award-winning companies.

In addition to the renewal of certain existing partnership agreements, the CMS concluded two new ones in 2017:

- **"Min Ajliki" partnership agreement** with the Belgian international cooperation Center of expertise, the APEFE Wallonia-Brussels [Association for the Promotion of Education and Training Abroad] linked to the program of support " Min Ajliki " for women's entrepreneurship, focusing on the quantitative and qualitative improvement of women's entrepreneurship in Morocco. The objective of the program is to support the development of fair, equitable and inclusive employment and entrepreneurship for women.
- **Partnership agreement with the Prefecture of Sidi Bernoussi, and the Association of Public Spaces for Development** to strengthen small enterprises in the formal sector, through self-entrepreneurship.



In addition, the CMS continued to work with the aim of broadening its network of partners, through cooperation and common work with national and international organizations, during the visit of their representatives to its offices, or during common meetings in Morocco, national or international events.

All the meetings that happened created opportunities for the CMS to communicate its missions, its achievements, its projects and its ambitions, in order to share its know-how and develop its notoriety.



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