

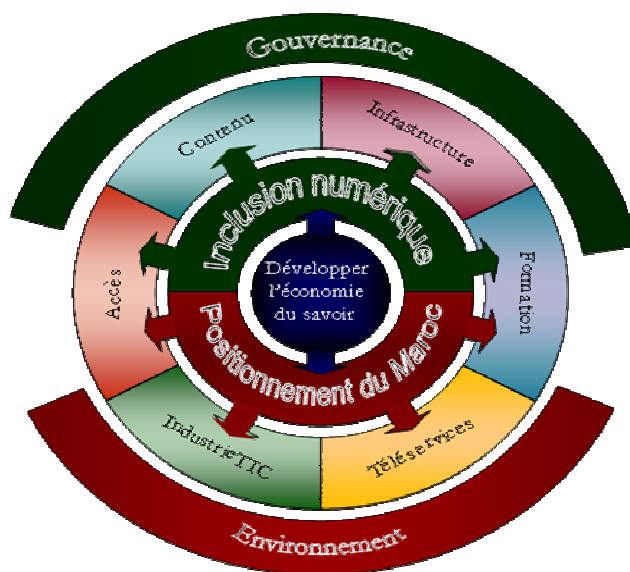
Kingdom of Morocco  
Ministry of Industry, Trade and New Technologies  
Department of Post, Telecommunications,  
and Information Technologies



## E-Morocco 2010 Strategy

Accomplishments, Perspectives & Action Plans

*Towards building our information and knowledge society*



October 2007

Reference Book (summary version)





*The present document is a summary version of the reference book E-Morocco 2010 Strategy (downloadable at the website [www.septi.gov.ma](http://www.septi.gov.ma)), whose elaboration was based on several national studies of assessment and prospecting, both sectorial and transverse relative to ICT, as well as on a documentary background outlining international recommendations and experiences. Its content was the object of a wide dissemination within the Administration, in the private sector and among the civil society actors.*



## Contents

<b>Introduction</b>	6
<b>1. Foundations of «e-Morocco 2010» Vision</b>	8
1.1. National ambition and international context	8
1.2. History of ICT in Morocco	8
1.3. e-Morocco 2010 Strategy	9
<b>2. Benchmarks &amp; Accomplishment</b>	11
2.1. Development of content	11
2.2. Reinforcement of infrastructures	12
2.3. Generalization of access to ICT services	13
2.4. Training on information and communication technologies	14
2.5. Positioning of ICT industry	15
2.6. Stimulation of tele-services and offshoring	16
2.7. Environment of e-Morocco 2010 Strategy	17
2.8. Governance of e-Morocco 2010 Strategy	19
<b>3. Perspectives and action plans</b>	21
3.1. Perspectives	21
3.2. Strategic matrix	23
3.3. Action plans	24
<b>References</b>	30



## Introduction

The development of Information and Communication Technologies (ICT) is a major component of globalization, revealing the advent of Information and Knowledge Society and characterizing our era in an irreversible manner.

For Morocco, Information Society constitutes an inevitable element for human development, social cohesion and economic growth.

Indeed, thanks to the opportunities that they open and resources that they generate, ICTs constitute one of the indispensable levers for the success of the National Initiative for Human Development (NIHD), launched by His Majesty the King in November 2005.

This is how the generalization of the use of ICT as well as the provision of useful and accessible content constitute a reliable means to develop the potential of human capacities in our country. Besides, the Citizen's relation with the administration can evolve rapidly: the reform of public service no longer means the simplification of administrative procedures, but also the on-lining thereof, abolishing thereby any constraint of trip-making and waiting. The State is hence closer, and its decisions more transparent.

Moreover, ICT can increase the competitiveness of Moroccan companies through a better circulation of information, a better organization, and through the emergence of new markets as well as new outlets for exports.

Finally, the smooth operation of exchanges and the decrease of costs pertaining to transactions constitute the foundations of new service markets, where information is considered both raw material and finished product. The development of software programs, the integration of systems and relocation are the components of a Moroccan ICT Industry that serves as an exporter as well as a creator of wealth and employment.

It is for the purpose of facing all these challenges that e-Morocco 2010 Strategy for the development of information society and knowledge economy has been launched in January 2005. In its midway this strategy has already allowed remarkable progress.

On the one hand, the Internet is developing; telephony, in particular the mobile one, witnesses unprecedented success; while the new generation networks spread out at high speed. The quality and quantity of the available contents undergo remarkable growth. Morocco currently occupies the position of continental and regional leader in several domains relating to ICTs; and beyond the considerable expansion of a new employment-generating industry, information technologies contribute to making all businesses more effective and more reactive.

On the other hand, the reinforcement that e-Morocco 2010 Strategy environment has undergone -legal, financial and partnership-related – has established a genuine climate of trust among the different actors: public, private, civil society and international partners. This comity ensures the continuity of accomplishing and implementing projects.

Nevertheless, several handicaps still persist and certain adequate and specific solutions are necessary to overcome them: digital illiteracy, interregional digital ditch and weaknesses recorded at the level of cultural, social and local content.

The challenge is therefore twofold: to accelerate the implementation pace of the strategy and to eliminate the recorded deficiencies. The levers to face this challenge are numerous: management of the change, modernization of the education system by means of ICT, promotion of innovation, reinforcement of the public-private-research partnership, strengthening of the legal and financial environment and confirmation of « e-leadership ».

The present document is both a balance sheet and an updated road map of e-Morocco 2010 Strategy. Enhancing the advances recorded as well as the little-known experiences, the document aims at arousing an impulse of the dynamics underway, as well as highlighting the efforts to develop information society and knowledge economy in our country.







## 1. Foundations of «e-Morocco 2010» Vision

**The acceleration of technological innovation and its globalization involve great hopes: more open society, effective administration and expanding economy .** Besides, at the current post-industrial era, access to information has become the major source of creating wealth, while immaterial investment is more important than material investment. No country would hence be able to afford ignoring Information Society and its consequences; otherwise, it is doomed to decline.

### 1.1. National ambition and international context

The development of information and the communication technologies (ICT) can play a crucial role in the effort undertaken to elaborate and materialize a specific model of sustainable social and economic development for Morocco. As underscored by his Majesty the King Mohammed VI in his speech delivered in April 2001, at the symposium on "Morocco in the global society of information and knowledge",

*" The strategic scope of the sector for new economies, translated into the deep and fast mutations that operate therein, in prelude to the emergence of the society of knowledge and communication, imposes on us a task of capacity upgrading, permitting to endow our country with the capacity to master the new technologies of this society, and to optimize the exploitation of the vast opportunities that they offer us. This is because we strive to ensure for our great people a global and integrated development, allowing Morocco to occupy the position that it deserves in a world transformed by the digital revolution underway".*

While reducing the barriers of time and distance, and thanks to their transverse character as well as their structuring effects on the other sectors, ICT has an essential role to play in the process of modernization, the upgrading operation and the creation of wealth. The challenge consists not only of the fast adoption of these technologies, but also of the transformation of the substantial investments in ICT into better economic benefits.

Besides, this great expansion of ICT is a major component of globalization; it reinforces the progressive domination of world economy through the sector of services. New factors of competitiveness emerge, the intangible comparative advantages (know-how, technological innovation, R&D, etc.) supplanting the tangible comparative advantages (raw materials). New paradigms impose themselves for industrial competitiveness, henceforth based on ICT, as well as for the global competitiveness of nations. It is in this context that took place the two phases of the world Summit on the Society of Information (Geneva 2003 and Tunis 2005). This Summit has managed to elaborate an action plan bringing together concrete measures aiming at laying the foundations for an inclusive information society, and at defining the procedure of its implementation. The international context is thus more conducive than ever so that our country can accomplish the technological and economic upgrading, and make up for the delay recorded in the domain of ICT.

### 1.2. History of ICT in Morocco

Early in the 1990s our country became aware of the importance of ICT for its future. Numerous initiatives have been undertaken in terms of governance of the policy of the Society of Information (see Box 1). Although these initiatives permitted considerable advances, a much stronger impulse imposed itself: several worksites had accomplished little progress, such as the

use of ICT in education, the implementation of progress- contract with companies of the sector for the development of a national industry or e-commerce.

Hence, by the end of 2004, there was a pressing need to engage Morocco in a new stage of transition toward the realm of Information Society and the Knowledge Economy, which would allow to materialize the commitments undertaken through a second wave of reforms and initiatives based on a concerted global national cyber strategy.

Box 1 : Historical background of ICT in Morocco (1995–2005)

- 1995 :** ● Introducing the Internet to the Morocco ;
- 1996 :** ● The « Competitive Morocco » Initiative: definition of development strategies of competitiveness for four clusters, among which electronics and information technologies;
- 1997** ● Creating, in June, the Group of Information Technologies by the Ministry of Trade and Industry, and organizing the first national seminar on the " development of teleservices in Morocco ";
- Promulgating Act 24-96 relative to the reform of the telecommunications sector;
- 1998** ● Creating the Secretariat of State under the Prime Minister's authority in charge of Post, Telecommunications and Information Technologies, SSPTIT;
- Creating an independent Authority of regulation ;
- Setting up the Public and Private Committee for Information Technologies Monitoring (CITM), composed of representatives of public and private circles that published some months later the report on " Morocco and Information Technologies: The foundations of a strategy";
- 1999** ● Recording in the 1999-2003 Five-year Plan the will to consider the development of the ICT and telecommunications as a national priority and a strategic option of the economic, industrial and social development of the Kingdom;
- Assigning a license for a 2nd Cell Phone network at US \$ 1.08 billion.
- 2000** ● Setting up two inter-ministerial Committees for the promotion of electronic commerce and the development of electronic administration ;
- Constituting the National Strategic Committee in charge of reflecting upon the integration of Morocco in the Information and Knowledge Society of;
- Opening 35% of the historic operator's capital (US\$ 2,3 billion) ;
- 2001** ● Signing a progress-contract, calling for a "positive breach", between the Government and the association of ICT professionals, the APEBI;
- Publishing the Sectorial Policy Letter presenting the "Development Program of information infrastructures" and organizing the national Symposium on the Society of Information;
- Presenting the first document "e-Morocco Strategy: propositions for an operational implementation" ;
- Concession of 8 satellite licenses;
- 2003** ● Establishing the e-Gov National Committee for the development of electronic administration ;
- 2004** ● the CSTI becomes the ICT Strategic Committee (ITSC) organized in several poles;
- Launching the process of liberalization of the Audiovisual sector;
- New Statute of telecommunications 55-01 amending and completing Statute 24-96 ;
- Introducing 15% of the historic operator's capital in the stock market (Casablanca and Paris) ;
- Visioning of the telecommunications sector development 2004-2008
- 2005** ● **Elaborating and launching the national e - Morocco 2010 Cyber - Strategy.**

### 1.3. e - Morocco 2010 Strategy

Like many structuring projects launched by the government and fixing the end of the decade as a major milestone, the national strategy for the development of the Society of information and the economy of Knowledge has been styled as “e-Morocco 2010”.

Since its development and launching in January 2005, **e-Morocco 2010** has benefited from the consensus of different intervening parties in the ICT sector (governmental departments, committees in office, private sector and civil society).

The assertion fixing « **The development of the economy of Knowledge in Morocco** » as a common and concerted vision of e-Morocco 2010 Strategy has thus been highlighted. It hinges on two major strategic objectives that are strongly inter-related: Reducing the digital costs and Positioning Morocco internationally in the domain of ICT.

### ***Reducing the digital costs***

It is to avoid a digital society running at distinct paces that **e-Morocco 2010** Strategy has endeavored to accomplish since its start, for the reduction of the digital gap and the application of measures for the widest digital inclusion possible (e-Inclusion).

The objective consisted therefore in making the new modes of communication and diffusion of knowledge elements of social cohesion, of equal chances of access to services and consolidation of the freedom of speech and democracy.

### ***Positioning Morocco internationally in the ICT area***

The e-Morocco 2010 Strategy set the objective of creating an ICT industry that is productive, competitive and oriented toward export. Besides, by identifying and reinforcing technological niches with a strong Added Value, this strategy should enable Morocco to reinforce its positioning on the international scale, while accelerating economic growth and employment development.

The ambition was therefore to substantially upgrade the share of ICT in the GDP and to materialize all the creative opportunities of direct and indirect employment in this area.

Indeed, the deployment of e-Morocco 2010 Strategy (see Figure 1 below) is accomplished by matching every strategic objective with several strategic axes: Content, Infrastructure, Access, Training, ICT Industry and Teleservices. These axes are in turn converted into specific, measurable, acceptable, realistic and timed action plans.

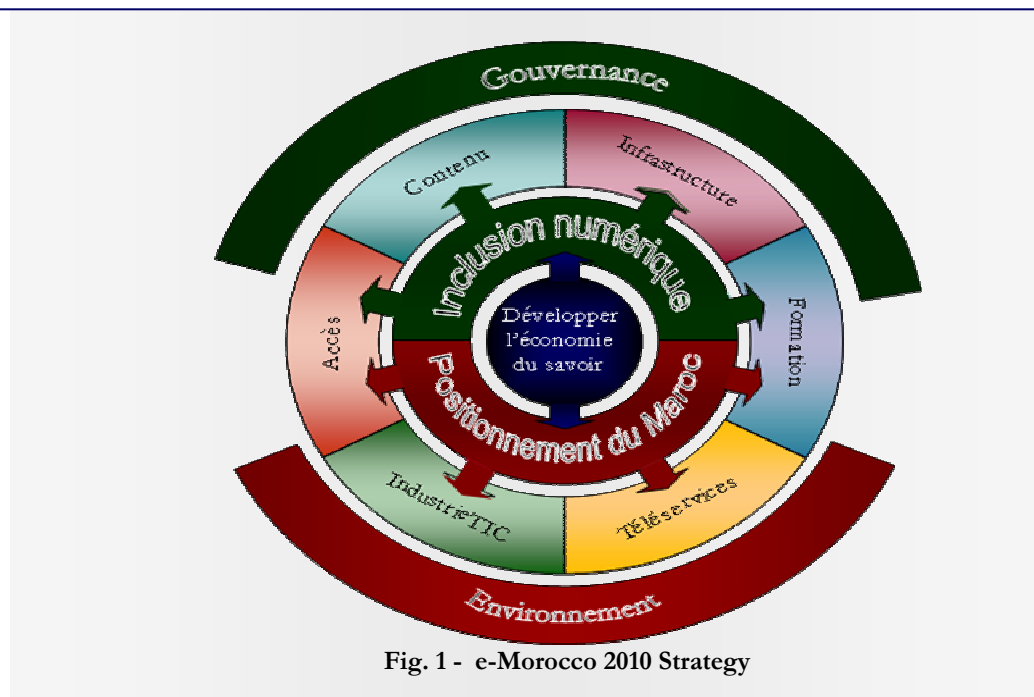


Fig. 1 - e-Morocco 2010 Strategy

Strengthening the acquired achievements, and involving public institutions, companies, universities and civil society in a proactive approach centered on the development of ICT, the

e-Morocco 2010 Strategy, is today endowed with the necessary maturity and contributes in substantial manner to the social, cultural and economic development of the Kingdom.



## 2. Benchmarks and accomplishments

This section outlines, through the six identified strategic axes, the outcome of the progress recorded by e-Morocco 2010 strategy, and it describes its global environment –legal, partnership-related, financial - and its mode of governance.

### 2.1. Development of content

The major objective of this strategic axis is to provide the Citizen, companies and the administration with a useful, targeted, multilingual and standardized content.

It is in this framework that in addition to the development of electronic administration as a main component of this axis, e-Morocco 2010 strategy has permitted to launch several other initiatives such as the provision of local content, the setting up of sector-based portals and virtual networks of information, the development of economic intelligence tools as well as on-lining educational content.

Three major domains are defined as targets for the development of content:

- *Electronic administration: Based on the national program e-Gov as a basis (Idarati) launched in 2005, this point targets the simplification of procedures, translated into to the quality of the service offered and the improvement of the productivity of the administration.*
- *Economic e-content: The projects corresponding to this second point aim at providing resources allowing businesses to work in a more efficient way and to modernize their modes of production, marketing and partnership.*
- *Social e- content: This third point has a social tendency and aims at gradually providing citizens with an advanced e-service in the domains of education, training or access to medical care.*

The main areas of progress recorded are illustrated by the number of “.ma” sites, which moved from 1079 in 2000 to almost 22 000 in November 2006, and by the number of administrative tele-services that reached 190 in 2007 versus 5 in 2002. The period 2005-2007 hence witnessed the accomplishment of several projects (See Table 1 below):

Table 1 - Projects of content development of the national e - Morocco 2010 strategy

Electronic administration	Administrative National Portal
	Portal of regions
	Human Resources Management of the Ministry of Finance
	Islamic Affairs Portal
	e - identity
	e - taxes
	Portal of Government Procurement Contracts
	Platform GID (Integrated Management of State spending)
	Center of Resources for Information Technologies
	e-driver's license & e – Vehicle registration card
	Legal portal of the SGG integrating official bulletins since 1912
	e-Parliament Project
	System of follow-up for the governmental action
	System of administrative procedure management
economic e - content	National network of the Industrial information of Morocco (NNIIM)
	Portal of investments

<b>Social e - content</b>	Professional association portals
	Moroccan Center of information and the Communication Technologies for Companies
	The platform of e-Commerce
	Education: Program GENIE / educational content
	AlphaTIC : Literacy through ICT
	Health Network
	Portal of public employment

## 2.2. Reinforcement of Infrastructures



The availability of telecommunications networks at attractive prices is considered as a key factor for the setting up of modern public services, contributing at the same time to the planning and development of rural areas.

Considerable efforts have been made to modernize, digitalize, expand and diversify telecom networks (see Table 2 below). These efforts have yielded their fruit, since according to the last report of the International Union of Telecommunications; Morocco is currently ranking as the first African country in this sector.

Table 2 - Infrastructure of Telecommunications Networks in Morocco	
<b>Fixed telephony</b>	<ul style="list-style-type: none"> <li>3 Fixed telephony licenses</li> <li>Fixed : 1 941 000 lines in June 2007 versus 1 266 000 in December 2006</li> </ul>
<b>Mobile telephony</b>	<ul style="list-style-type: none"> <li>3 licenses of Mobile telephony</li> <li>64% of penetration rate in 2007 versus 60% in 2006 and 48% in 2005;</li> </ul>
<b>Telecommunication by satellite</b>	<ul style="list-style-type: none"> <li>5 GMPCCS licenses and 3 VSAT'S licenses;</li> <li>Agreement in November 2005 with EU on the Galileo program. (The only Arab and African) country.</li> </ul>
<b>Internet bandwidth</b>	<ul style="list-style-type: none"> <li>First in Africa with a throughput of 11.2 Gbps</li> <li>April 2007 laying the submarine cable Atlas Offshoring from Asilah to Marseille</li> <li>Expected Interconnection : 500.000 simultaneous calls</li> </ul>

However, and in spite of the progress recorded, 9200 rural communities mostly remain beyond the coverage of telecom services. It is to remedy these deficiencies that the Program "Pact" was launched in November 2006, with a view to generalizing the access to GSMS services to all these communities by the end of 2011. The Internet access should also be included. Some essential stages have already been cleared in the implementation of this program: identification of zones that are beyond the coverage, creation of the universal fund and establishment of a model to assess projects submitted by operators.

Moreover, and within the perspective of creating a dynamic environment for the expansion and the diversification of services, the e-Morocco 2010 strategy has also set as objective the reinforcement of the legal framework of Telecoms.

All efforts have thus been focused on the implementation of Act 55-01<sup>1</sup> in the best conditions of transparency and fair competition. The planned implementation Decrees that frame the interconnection of networks, the sharing of infrastructures, the regulation of litigations and the procedures of settlements, should permit to further stimulate the liberalization of the Telecommunications sector.

Source : « World Information Society Report 2007 Beyond WSIS », International Union of Telecommunications (IUT) and of the United Nations Conference for Trade and Development (UNCTD), May 2007.

Act 55-01, promulgated November 8, 2004, aims at re-launching the process of liberalization of Telecoms initiated by Act 24-96, and aims to encourage investments, to rationalize the use of infrastructures, to facilitate the development of the territory coverage and to reinforce the mission of the Regulator, while assigning it to guarantee the respect of fair competition.



Besides, two devices have been established since 2005 for the completion of the missions relating to the universal service comprising basic telecom services and those allowing access to the Internet. These are the Management Committee of the Universal Service of Telecommunications, presided by the Prime Minister, and the Fund of Universal Telecoms Service (FUTS) supported by contributions of telecom operators at 2% of their net turnover, besides interconnection taxes. The proceeds of FUTS reached 640 million Dirhams in 2006.

Finally, the Special Fund for R & D was created so as to finance programs of Research to enhance the sector. This Fund relies on a contribution at 0.25% of the net turnovers, besides taxes of interconnections of the different Telecom operators.

### 2.3. Generalization of access to ICT services

Many hurdles have always prevented access to Internet services for all potential recipients. Their nature ranges from economic (cost of access to content), to structural (users' level of training and appropriation), or social (illiteracy).

It is to eliminate these hurdles, or at least to contribute to containing their consequences, that the e - Morocco 2010 strategy has initiated a set of measures aiming to generalize access to Internet services and to increase the equipment rate for both citizens and businesses.

Several worksites have hence been launched, and they are subsumed under three main headings: Improvement of access level, Equipment of Citizens and Businesses, and Development of Quality Communal Access Spaces. The 1st position occupied by Morocco in the digital opportunity index (DOI) between 2004 and 2006, came to crown all the efforts undertaken and the results obtained (see Table 3 below).

**Table 3 - Internet in Morocco : Figurers and Facts**

Number of Internet subscribers	467 677 subscribers in June 2007 #45 081 subscribers in 2003
Number of internauts	6,2 million internauts by the end of 2006 (20,3% of the population) Regional leader at the level of the Rate of Internet Access
Number of Cyber spaces	7664 recorded cyber spaces in June 2007
ADSL	Continuous tariff decreases (2007 : 99 Dirham Taxes included per month) First country in Africa as to this type of Internet subscription

E-commerce still remains the weak point of this panorama. Of the entire set of businesses, about 12% declare to have recourse to purchases on line, versus 9% in 2005. Besides, it should be noted that on-line purchase does not always involve on-line payment

Finally, less than 5% of companies engage in selling on line. The use of virtual shopping mall is non-existent; 99. 3% of enterprises exercising online sale achieve these sales via their own web sites.

At the level equipment, the e - Morocco 2010 strategy has strived since its launching to set up encouraging measures aiming at the reduction of acquirement costs and including financing facilities and plans foe recycling reclaimed computer material. All categories of users have been concerned, particularly:

- For pupils, through the GENIE program, the equipping and connecting to the Internet of multimedia rooms of schools. Within the framework of universal service, this program managed to equip 2 824 establishments in 2007, and plans the equipment of all establishments (8 600) in 2009, covering thus more than 6 million pupils;
- For households, the development of package solution at a target price;

- Concerning the industrial companies as well as small and medium-sized companies, coaching for awareness-raising, training and the implementation of solutions within the framework of the PROTIC Program was initiated in particular, by the Ministry of Commerce and industry in 2005 ;
- For professionals, the equipment of information networks for sectors such as justice, health, taxes, etc.

Finally, the e - Morocco 2010 Strategy made of the labeling of the Communal Access Spaces (CAS) one of its priorities. The stake not only consists of multiplying the CASs, but also ensuring that these spaces can fully play their role of support, extension and stimulation of different public policies. Besides, and in conformity with the spirit of the National Initiative of Human Development (NIHD) launched by His Majesty the King in September 2005, these access spaces located inside districts, should be considered as homes where the social ties and solidarity could be established.

Several projects have thus been accomplished with a view to accelerating the expansion of labeled CASs:

- ***Al Morchid Labeling Project***, defining the standard «business model» of the CAS as well as services to be ensured (Internet, services e-Gov, telephone, post, reproduction of documents, etc.). The charter of ALMORCHID labeling specifies principles that developers must respect while setting up and operating CASs. The labeling of 1500 CASs is planned for the end of 2010, operating all existing structures (Post Office, Chambers of commerce and industry, etc.), and installing a media library and at least 4 labeled public kiosks per city (railway station, coach station, harbor, etc.).
- ***AjialCom Program***, the objective here is to extend, at the level of youth houses, several «communal centers» for the sensitization, education and training of youngsters. These centers are supposed to become «micro-businesses» that can play a social role in their immediate environment.
- ***Rollout of «Cyberbases »***, achieved in the framework of an economic interest group<sup>1</sup>, this project aims at rolling out 20 cyber bases or labeled CASs.

## 2.4. Training on Information and Communication Technologies

This strategic axis has translated the great will of the Moroccan Government to grant priority to the acquisition and development of expertise in ICT. The dynamics engaged aims, on the one hand, at training citizens capable to reach and operate digital resources (ICT consumption), and on the other hand, the provision of expertise able to create and develop these resources (production and export of ICT).

It is in this perspective that equipping schools has been initiated as a priority action of this strategic axis. It resulted in the launching of the GENIE Program that covers the period 2005-2009, and whose objective is to generalize multi - media computing facilities and Internet connection benefiting primary schools, secondary and high schools.

Table 4 below presents results obtained by the different projects undertaken to modernize and equip schools.



**Table 4 - Project of Modernizing and Equipping Schools**

<b>GENIE Program</b>	<ul style="list-style-type: none"> <li>Equipment of 2016 multimedia rooms in e 16 regional academies of education and training (RAET)</li> <li>Digital productions elaborated by 600 innovating teachers.</li> <li>32 ICT training centers established at RAET</li> <li>GENIE II: Equipping the remaining establishments (5176) and connecting multimedia rooms to the Internet</li> <li>GENIE SUP: Equipping and connecting university establishments</li> </ul>
<b>e-Learning Program</b>	<ul style="list-style-type: none"> <li>Interactive television launched in partnership with UIT : 12 sites covering 10 academies</li> <li>Moroccan Virtual Campus: 10 University Resources Center (URC) and launching 15 projects of content development</li> </ul>
<b>MARWAN 2 Project</b>	<ul style="list-style-type: none"> <li>Offer of connections at high bandwidth of (34 Mbps) and at reduced costs</li> <li>Connection to the European network GEANT with a bandwidth of 155 Mbps</li> </ul>

On the other hand, and taking in consideration the fact that the shortage of qualified personnel in the domains of ICT requires that some serious measures be taken to answer to rapidly satisfy the increasingly felt needs, the e - Morocco 2010 strategy has, since its inception, included in its priority action plan the increase of the workforce of specialized engineers and technicians. This is how the capacity of the public offer concerning initial training on ICT professions has considerably improved in recent years.

These efforts have been translated into the in-depth reform witnessed in higher education, such as the opening of new ICT-oriented study programs, besides the different conversion actions for job-seeking graduates and the constant development of private education.

Moreover, the «Emergence<sup>3</sup>» Plan, particularly its offshoring component, constitutes a real opportunity for the development of the initial training on ICT expertise. It is in this framework, and in line with the e - Morocco 2010 strategy, that the initiative «10, 000 Engineers by 2010» has been launched, and that many programs of training on specialized ICT profiles would be developed. Accomplishing these objectives requires an investment of 756 Million Dirhams and the recruitment of 443 specialized teachers.

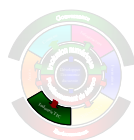
Finally, the program «Maroc des Compétences» ( Morocco: a pool of skills) launched with the support of the MEDA 2 Project, aims at developing ICT professional training, increasing the number of highly qualified ICT technicians to be trained (22 700 by 2010).

## 2.5. Positioning of ICT industry

The challenge to face is to further develop ICT industry, whether it is for the production of goods (material and software), or services. It is an emerging industrial sector in the course of structuring which can open great perspectives for export and employment.

In this perspective of promoting national ICT industry, the e - Morocco 2010 strategy launched several targeted worksites including the coaching of businesses of the ICT sector, the planning of places dedicated thereto, the support for export and the encouragement of R & D and innovation. The figures and indicators below prove the progress achieved:

- 11% of growth rate of the industrial sector of ICT (6,5% of national GDP)
- 40 700 people employed in the sector of ICT
- 3,5 billion Euros of ICT turnover recorded end 2006
- 200 million of euros of turnover in 2006 of ICT exports (versus 40 million in 2004)





Worth noting is the emergence of a real industry of specialized software, particularly with the presence of businesses that have become world leaders in their specialty. Niches are hence exploited increasingly (services providing support to electronic banking, electronic surveillance, chip cards, etc.), in which Moroccan businesses acquired a regional competitive advantage.

Moreover, so as to stimulate the ICT industry, e-Morocco 2010 strategy has strived to establish strong and sustainable public - private partnerships (PPP). These partnerships constitute indeed a real solution path to finance projects, benefiting from the crucial expertise, know-how and operating methods of the private sector.

This is how the government concluded in September 2006, the "Progress Contract 2006-2012" with professionals of the sector represented by the Federation of ICT and Offshoring (APEBI). This contract confirms the firm will of the private sector to contribute to the development of information and knowledge society in our country. Many ambitious objectives with figures were indicated therein, the most important of which are: the creation of 33 000 jobs and the contribution of 10% to GDP by 2012.

Finally, a program of expanding the premises dedicated thereto has been launched in order to come up with sustainable solutions to problems of viability, sustainability and coaching facing the majority of new ICT enterprises. This program involves two complementary levels:

- Science parks of international standard, with notably Casa Near Shore in Casablanca and Technopolis in Rabat, aiming at the site development of innovating companies, and banking on investments of foreign groups;
- Regional science parks (Fès, Tangiers, Marrakech) permitting to revitalize the Moroccan regions, to create enterprises in proximity of prime manufacturers that today do not have any other alternative but to turn to Casablanca or foreign companies, without benefiting from the rising potential of regional engineering schools and universities.

## 2.6. Stimulation of Teleservices and offshoring

This strategic axis is identified by the strategy e-Morocco 2010 and by the plan named « Emergence », as the major lever so that our country can make a position in the world market of teleservices, develop the exports of Communication and Information Technologies and foster different types of outsourcing, such as: relocated text input, calls centers, computer processing and relocated R&D. Several projects have thus been planned and launched by the e - Morocco 2010 strategy, and a great deal of success has been achieved.

The number of Call Centers installed in Morocco has reached 180 Centers in 2006 ensuring a 350 Million Euros turnover. These figures account for the very positive impact on employment (25000 jobs in 2006), though the call centers' major activity is mainly directed toward France and Spain.

On the other hand, considering that the market could create 100 000 jobs and reach 1.5 billion Euros of GNP by the year 2015, the Moroccan Government has implemented a number of significant measures, known as « Offre Maroc », in view to making this sector more dynamic. Some of these measures are:

- The initiative of « 10 000 engineers by the year 2010 » whose main objective is to train engineers with profiles meeting the needs of the plan « Emergence » offshoring section.
- The setting up of an assistance plan for companies for the initial and continuous education to reach 65 000 MAD by employee over the first 3 years subsequent to the recruitment (the amount varies according to the profile) ;



- The creation of fit zones with offices ready for use at competitive prices, endowed with international standard infrastructures, coaching services, and a unique interlocutor for the participants;
- The setting up of incentive fiscal conditions, particularly :
  - Reducing the work taxation (GIT: General Income Tax) " real effective rate " reaching the top limit of 20%, special program expatriates, complete tax exemption of the first job < 6000 MAD/month);
  - Adopting of a tax policy directed toward Exportation (Corporate Income Tax at 0% and custom fees inferior to 2.5% ) ;
  - Establishing a "reward to pioneers" for the first companies to be established;
- The significant progress made by Morocco with regard to the social environment of the labor code, the contractual risks as well as the respect of copyright and the business secret protection.

Many international Communication and Information Technology companies as well as a number of very dynamic foreign small and medium-sized companies have been able to relocate in Morocco their activities, production as well as research and development activities (see Diagram 2 below).

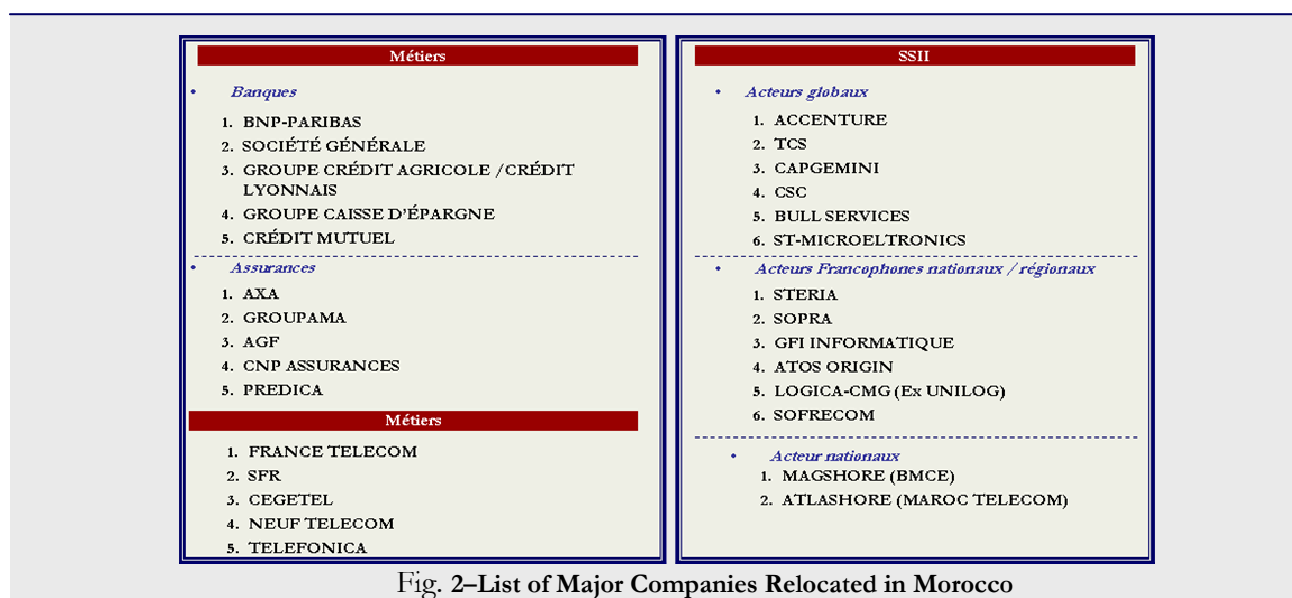


Fig. 2–List of Major Companies Relocated in Morocco

Finally, the promotion of the advantages of « *l'offre Maroc* » (the offer of Morocco) has been accompanied by an assertive policy of territorial marketing founded on the qualification of specialized staff in Teleservices via targeted training plans, and the consolidation of competitiveness in high tech sectors, the enforcement of aggressive incitement plans and the zoning of bench mark operators.

Finally, these efforts are not separable from those made by the State to attract investors, whether by the setting up of a new National Investment Portal or by the institution of an « Information National Committee for Investors» whose mission is to collect, supply and validate information for the constitution of a national data base to make available for investors.

## 2.7. Environment of e-Morocco 2010 Strategy

Implementing operational plans relative to the strategy e-Maroc 2010 requires a legal, financial and partnership environment that can ensure the continuity of achievements and a fast implementation of the solutions and systems that have been developed. Accordingly, emphasis is laid on the description of the existing legal framework of Communication and Information Technologies, international partnerships and modes of financing the strategy e-Maroc 2010.

### 2.7.1. Regulation framework



In order to reach the objectives set by the e-Morocco 2010 strategy tremendous efforts have been made to eliminate the last legislative and regulation obstacles that are likely to slow down the development of the information society and the economy of knowledge in Morocco.

This is urgent indeed since in most countries that have widely developed electronic exchanges and transactions, liberalization and deregulation processes have been completed, by a “re-regulation” process that has a bearing on technical and judicial aspects inherent to the development of these exchanges, on the one hand, and on the protection of individual liberty, on the other hand, in addition to the anti-cyber-crime measures.

Significant results have been achieved in this area, such as:

- the completion of the regulation framework related to the competition on the telecommunications market by the enactment of Act 55-01 and the reinforcement of the national regulator’s role by ensuring respect of fair competition;
- the application of Act of Parliament 53/05 relative to the electronic exchange of data governing the electronic signature legal framework in Morocco and the consecration of its legal value.

Accordingly, the following has been planned for the year 2007:

- the enforcement of implementation decrees relative to Act 53/05 permitting the legal recognition of data messages and electronic signature and the equivalence in particular, under some conditions, between the data message and the written form, and between the electronic and the handwritten signature;
- Passing a law regulating the personal data protection with respect to computer processing that specifies particularly the general conditions of lawfulness of data processing and the implementation rules of files, data collection, their use and their preservation.

### 2.7.2. Funding of the strategy

It is undeniable that without the necessary funds, the projects planned within the e-Maroc 2010 strategy framework could not be accomplished. The first elaborate planning in 2005 was based on the estimation of the needs and actions included in the operating plan that was scheduled.

The major policy was therefore to countenance the development of the information society and the economy of knowledge, which goes well beyond the 1,8% of the ministerial departments computing budget. Several funding sources were thus roped in, drawing on the national budget and cooperation agreements:

- The State Budget (currently valued at 500 million Dirhams a year) ;
- The local governments Budget;
- Hassan II Fund for Economic and Social Development that contributed to the development of Science Parks and Portals;
- The Universal Fund : A Fund generated by the telecommunications operators sales and respectively fed up to 2% and 0,25% for the funding of the universal service and for R&D, training and standardization ;
- Special Funds, particularly FOMAP : Fond de la Modernisation des Secteurs public (Public Sector Modernization Fund), FOMAN : Fond de la Mise à Niveau des Entreprises (Fund for Business Upgrading), etc. ;
- Public/Private Partnership: Outsourcing, service pricing, advertising income apportionment, savings and creation of joint ventures;



- International cooperation, particularly institutions having identified Communication and Information Technologies as a major axis of development to be funded (BM, BID, BAD, EIB, UNDP, CEA, ONUDI, IUT, USAID, UNESCO, FNUAP, and ISESCO).

### 2.7.3. International Partnerships

Morocco benefits from a great deal of support within the framework of international aid programs. Furthermore, it is committed to an increasing number of multi- and bilateral cooperation programs. While these programs touch upon many sectors, it has been observed that strong emphasis has been laid on telecommunications and the development of the Information and Communication Technologies.

It is in this manner that Morocco has been able to sign in the last few years several international partnership agreements in the area of Information and Communication Technologies development, mainly with the European Union, France, Italy, Spain and South Korea.

Besides, it is worth pointing out that Morocco has participated in 19 Eumedis projects in a total of 26, whose major objective is to set up a network of Mediterranean focal points by interconnecting networks of European and Mediterranean research and by launching some regional pilot projects.

On the other hand, many facts and events have reinforced the image of the Kingdom as a space that brings developing and industrialized countries together on the international issues related to the Information and Communication Technologies. Some of these instances are « International Forum of Strategies and investment (IFISI) in Communication and Information Technologies » and the meeting of « Internet Corporation for Assigned Names and Numbers (ICANN) », which took place in Marrakech respectively in March and June 2006.

## 2.8. **Governance of e-Morocco 2010 Strategy**

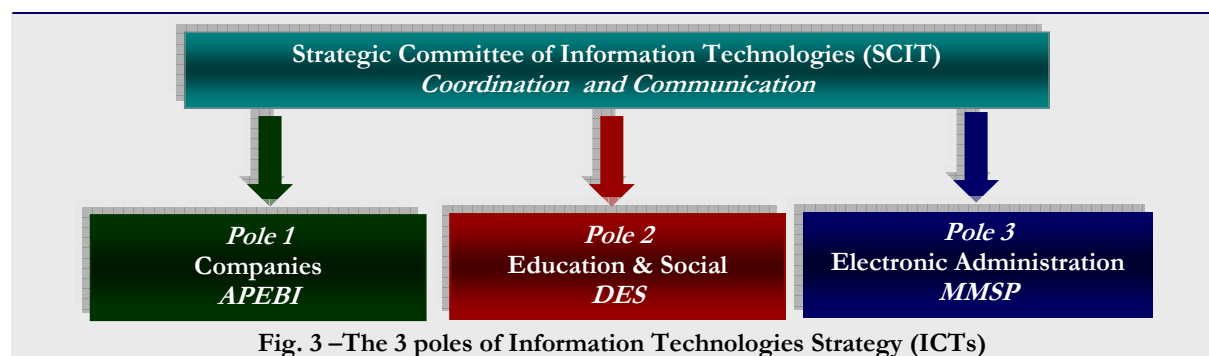


The governance and structures that it ensues have a crucial strategic role to play in the implementation of any program, and in particular those relative to the extension of the scope of e - Maroc 2010 strategy.

The governance of this strategy has therefore moved from a “Bottom-up” approach, based on the individual and departmental initiatives, to a “Top-down” approach governed by an organized strategic vision, and whose piloting depends on the synergism and coordination of several intervening parties: institutional agents, permanent multi-departmental bodies, ad hoc commissions or mixed committees including the public and private sectors, and the civil society.

It is in this framework that the Strategic Committee for the Development of Information Technologies (SCIT) has been constituted, and that several ad hoc commissions have been set up.

Chaired by the government authority in charge of the Information and Communication Technologies sector, the SCIT is assigned the mission of reflecting on the acceleration of the process of introducing Morocco in the society of information and Knowledge. This committee also has a sector based approach that identifies the major areas in which actions have to be declined, launched and piloted. Thus, in conformity with the leading lines fixed by the e-Morocco 2010 Strategy, and of action plans that it ensues, the SCIT has been organized in 3 poles (Figures 3 hereunder):



- Companies : piloted by the APEBI, its role builds on two major axes (offer and demand) : by coaching companies in their upgrading by Information and Communication Technologies and by developing the industry of these technologies according to the strategic orientations of the Progress Contract signed with the government in September 2006 ;
- Education & Social action: piloted by the Department of Higher Education (DHE), this pole is in charge of developing the use of the Information and Communication Technologies within schools and universities as well as of the social section (Healthcare, Justice, Youth, Employment, etc. );
- Electronic administration: piloted by the MMSP in connection with the National Committee e-Gov, this pole manages the development of the electronic government and the relevant aspects: centralized and decentralized, particularly through the IDARATI strategy.

The significant progress accomplished in the last years, with regard to the development of the information and knowledge society in Morocco, is mostly due to efforts and the dynamism of all the participants and their respective strategic and operational contributions. However, the level of maturity reached by the e-Morocco 2010 Strategy requires the total synergism of the different participants, which can only be ensured by a governance structure acknowledged by all.





### 3. Perspectives and Action Plans

#### 3.1. Perspectives

In the light of the assessments made of the projects related to the development of the information Society and Knowledge economy, the following recommendations should make it possible to reinforce the dynamics engaged by e-Morocco 2010 Strategy by carrying out the necessary adjustments:

<b>Development of content</b>	<ul style="list-style-type: none"> <li>• Sustaining the development of the e-Gov and integrating the e-local dimension therein</li> <li>• Setting up a federative national platform of interoperability</li> <li>• Initiating service on-lining projects dedicated to the socioeconomic sectors</li> <li>• Coaching the liberalization of the audiovisual sector through the development of contents</li> <li>• Making the development of e-commerce dynamic</li> <li>• Continually measuring and assessing the quality of contents and services</li> </ul>
<b>Consolidation of Infrastructures</b>	<ul style="list-style-type: none"> <li>• Pursuing the liberalization of telecommunications sector</li> <li>• Adapting the regulations to follow market transformations</li> <li>• Pursuing the extension and enhancement of Telecommunication infrastructures capacity</li> <li>• Launching a plan for fiber extension in Morocco</li> <li>• Promoting competition on the fixed telephone segment in order to encourage the development of high debit</li> <li>• Anticipating spectrum management problems</li> <li>• Inciting and reinforcing efforts of infrastructure mutualization</li> <li>• Strengthening the regulation framework and adopting new regulation levers</li> <li>• Initiating a global policy of information and promotion of digital confidence security</li> </ul>
<b>Generalization of access to the ICT services</b>	<ul style="list-style-type: none"> <li>• Promoting and extending the universal service program</li> <li>• Reinforcing incentive measures for the purchase of facilities</li> <li>• Reinforcing and multiplying actions encouraging accesses</li> <li>• Accelerating the development and the spreading of labeled cyber-consumers</li> <li>• Reinforcing the vicinity information brokers system of ALMORCHID program</li> </ul>
<b>Training in Communication and Information Technologies</b>	<ul style="list-style-type: none"> <li>• Accelerating the development of the educational content</li> <li>• Intensifying efforts of equipping the Higher Education Establishments</li> <li>• Developing specialized profiles in ICT</li> <li>• Integrating continuing education in ICT in a global process of management of change</li> </ul>
<b>Stimulation of Teleservices and the offshoring</b>	<ul style="list-style-type: none"> <li>• Developing the segment of call Centers by promoting training programs, particularly linguistic and profession oriented programs, for call center agents or supervisors,;</li> <li>• Enhancing the services provided and shift from an activity of a simple switch of calls processing to a BPO (Business Process Outsourcing) strategy;</li> <li>• Striving to establish lasting confidence relations with offshoring investors;</li> <li>• Reinforcing the policy of creating areas devoted to the technological offshoring;</li> <li>• Preparing the adequate environment for the technological mutations encouraging outsourcing</li> </ul>
<b>The e-Morocco 2010 Strategy Environment</b>	<ul style="list-style-type: none"> <li>• Reinforcing and completing the digital laws and regulations</li> <li>• Managing in resources and investments a rationalized manner</li> <li>• Instituting financing modes adapted by type of operation engaged</li> <li>• Reinforcing the funding of ICT initiatives launched by the local collectivities</li> <li>• Channeling the initiatives that pertain to international partnerships and optimizing their impact</li> </ul>
<b>Governance of the e-Morocco 2010 Strategy</b>	<ul style="list-style-type: none"> <li>• Reinforcing the role of e - leadership of the State</li> <li>• Setting up a Governance Structure of the development of the Information Society and the Economy of Knowledge</li> </ul>



### 3.2. Strategic matrix

In order to materialize the e-Morocco 2010 vision, every strategic axis must be linked to the specific programs integrating the orientations formulated above, and consolidating the projects to be carried out and the measures to take. The 22 programs thus identified constitute the strategic matrix e-Morocco 2010 (see the chart below).

Vision		Developing Knowledge Economy					
Objectives		Digital Inclusion			Positioning Morocco on the international Scale		
Axes	Content	Infrastructures	Access	Training	Industry	Teleservices	
G O V E R N A N C E	<b>ADM</b> <i>Developing the different facets of electronic administration: central, local and devolved</i>	<b>EXT</b> <i>Extending Telecom infrastructures to service all the Moroccan territory with telecommunication services.</i>	<b>EAC</b> <i>Accelerating the development and provisioning of labelled Community Access Spaces</i>	<b>INI</b> <i>Reinforcing the capacity of public and private bids in initial training in ICT professions</i>	<b>APP</b> <i>Developing ICT enterprises by further emphasising the industrialisation of the sector</i>	<b>DEL</b> <i>Preparing an adequate environnement for the proliferation of outsourcing projects</i>	E N V I R O N M E N T
	<b>ECO</b> <i>Placing on-line services designed for economic sectors (Audio-visual, Culture, Tourism, Industry, Agriculture, Construction)</i>	<b>REN</b> <i>Reinforcing Telecom infrastructures by providing optical fibre progressively over the whole country</i>	<b>EQU</b> <i>Reinforcing incentive measures for the acquisition of equipments for the benefit of citizens and companies</i>	<b>PER</b> <i>Generalizing continuing education in ICT within all the administrations</i>	<b>LOC</b> <i>Adopting and applying necessary support measures with ICT enterprises in their positioning efforts on the local market</i>	<b>MRK</b> <i>Elaborating et implementing a volunteering policy of marketing the Morocco proposal in terms of offshoring</i>	
	<b>SOC</b> <i>Putting on-line the services designed for social sectors (Healthcare, Employment, Social Development)</i>	<b>NSQ</b> <i>Initiating a global policy for the standardization, security and information quality</i>	<b>SCO</b> <i>Fitting out and connecting to the Internet the different primary and secondary schools and universities.</i>	<b>SEN</b> <i>Elaborating and implementing digital educational programs for the benefit of the population and administrations</i>	<b>EXP</b> <i>Adopting and applying necessary support measures to ICT enterprises in their endeavours of exportation to international markets.</i>	<b>ZON</b> <i>Reinforcing the policy of creating areas designed for the development of ICT industry and the technological offshoring</i>	
	<b>OBS</b> <i>Installing assessment and dissemination systems of indicators of the society of Information monitor the ICT</i>	<b>INT</b> <i>Setting up departmental and sectorial interoperability platforms</i>	<b>RIC</b> <i>Fitting out and connecting the different sectorial community information networks</i>		<b>INN</b> <i>Reinforcing the development policy of ICT innovative enterprises</i>		



### 3.3. Action Plans

The strategic matrix indicates where we want to go and what we have to accomplish. It does not specify, however, how to achieve the target results. The action plan offers this aspect by presenting a set of projects to accomplish, which are necessary to reach the objectives defined beforehand. The chart below presents the action plan of to use in the framework of the e-Morocco 2010 Strategy. It takes into account of orientations formulated; the consolidation obtained thanks to the strategic matrix, and of adjustments carried out on the projects with regard to the results and deadlines.

DEVELOPMENT OF THE CONTENT			
Program	Projects	Deadline	Performance indicators
(ADM) Developing the different facets of electronic administration: Central, local and devolved	National portal - administrative Part	Dec. 2008	<ul style="list-style-type: none"> <li>Placing procedures and administrative forms on-line</li> <li>Digitization of more than 50% of documents</li> <li>Integration of the 160 transverse services referenced by the MMSP</li> </ul>
	ONEGOV : Interoperability platform of the Administration (One-stop service via National Portal)	Dec. 2009	
	e-identity project (biometric card)	2008-2010	<ul style="list-style-type: none"> <li>5 millions identification biometric cards per year</li> </ul>
	e-transportation project (electronic Permit)	2008-2010	<ul style="list-style-type: none"> <li>Shifting by 2010 to e-driving permits and registration papers</li> </ul>
	Portals of Regions	Jan. 2008	<ul style="list-style-type: none"> <li>Deployment of portals of 16 regions</li> </ul>
	Portals of Cities	March 2009	<ul style="list-style-type: none"> <li>Deployment of portals of 10 cities per year</li> </ul>
	Local government portals	June 2010	<ul style="list-style-type: none"> <li>Integration of basic local e-services</li> </ul>
	Portals of Administrations and Generalization of the Intranet	March 2008	<ul style="list-style-type: none"> <li>Generalization of web portals and the Intranets for all administrations (100%)</li> </ul>
	National portal of the cultural heritage	Jan. 2009	<ul style="list-style-type: none"> <li>Integration of music, arts and cultures of Morocco</li> </ul>
(ECO) Set on-line services designed for the economic sectors (Audiovisual, Culture, Tourism, Industry, Agriculture, Construction)	Portal of best practices of the e-Gov	Dec. 2008	<ul style="list-style-type: none"> <li>publication on year basis of institutional sites audits</li> </ul>
	Public market site (e-Procurement)	Dec. 2008	<ul style="list-style-type: none"> <li>Total central and local administration connection</li> </ul>
	Portal of Investments	Jan. 2008	<ul style="list-style-type: none"> <li>Federation of the 16 CRI via the portal of investments</li> </ul>
	Professional associations portal	Dec. 2008	<ul style="list-style-type: none"> <li>Deployment of 3 professional association portals per year</li> </ul>
	e-market place	Dec. 2010	<ul style="list-style-type: none"> <li>Deployment of an e-marketplace per year</li> </ul>
(SOC) Set on-line services designed for the social sectors (Health, Employment, Social Development)	Portal of business intelligence and economic intelligence	Jan. 2010	<ul style="list-style-type: none"> <li>Setting up an intelligence system of the economic sectors (referenced by « Emergence »)</li> </ul>
	<ul style="list-style-type: none"> <li>GENIE</li> <li>GENIE-SUP</li> </ul>	Dec. 2009	<ul style="list-style-type: none"> <li>Development of contents on the basis of Moroccan teaching programs</li> <li>Initiating a portal designed for the educational content</li> <li>Creation of the “educational content” laboratory</li> </ul>
	e-Learning	Déc. 2008	<ul style="list-style-type: none"> <li>Deployment of e-learning modules for the 8700 establishments referenced by « GENIE » and « GENIE-SUP »</li> </ul>
	Literacy by ICT (AlphaTic)	June 2009	<ul style="list-style-type: none"> <li>Generalization of modules to the 600 registered literacy centers</li> </ul>
	e-employment	Dec. 2008	<ul style="list-style-type: none"> <li>Federation of all employment promotion antennas</li> </ul>
	e-health	2010	<ul style="list-style-type: none"> <li>Generalization of using the electronic medical file</li> </ul>
	Health Network	Dec. 2008	<ul style="list-style-type: none"> <li>Federation of all intervening parties of the sector</li> </ul>
	Portals of the NGO	Dec. 2009	<ul style="list-style-type: none"> <li>Deployment of 10 portals of NGO per year</li> </ul>

	Portal of Youth	Dec. 2008	<ul style="list-style-type: none"> <li>Federation of the Ajialcom spaces</li> </ul>
Program	Project	Deadline	Performance indicators
(OBS) Setting up an assessment and diffusion system of identifiers for the Information Society	OSIM - Portal for : <ul style="list-style-type: none"> <li>the assessment and the diffusion of identifiers</li> <li>the information Society intelligence</li> </ul>	June 2008	<ul style="list-style-type: none"> <li>Observatory of the information society in operation</li> <li>Semi-annual editing of dashboards (key indicators) of the information society</li> </ul>
CONSOLIDATION OF INFRASTRUCTURES			
Program	Project	Deadline	Performance indicators
(EXT) Extending infrastructures to service all the Moroccan territory in telecom services	<ul style="list-style-type: none"> <li>PACTE (generalization of the mobile coverage)</li> <li>Generalization of the connection (High debit, 3G - wifi-VSat-Wimax-DSL-CPL, wireless Internet)</li> </ul>	2011	<ul style="list-style-type: none"> <li>Telecom coverage of the 9200 white zones (referenced by PACTE)</li> </ul>
(REN) Reinforcing the telecom infrastructure by deploying the optic fiber over all the territory	Optic fiber (Connection of Cities by the FO)	2012	<ul style="list-style-type: none"> <li>Coverage in optic fiber of 2 cities per year</li> </ul>
(INT) Setting up departmental and sectorial platform of interoperability	INTEROPERABILITY (Interoperability of sectorial and departmental information systems)	2009	<ul style="list-style-type: none"> <li>Interconnection of all central and local departments</li> </ul>
(NSQ) Initiating a global policy for the Standardization, Security and Quality of information	<ul style="list-style-type: none"> <li>SICN (initiating an Information Security and Digital Confidence policy)</li> <li>CGIN (setting up the Interoperability and Standardization General Framework)</li> </ul>	2008  2009	<ul style="list-style-type: none"> <li>Deployment of SICN on all departments</li> <li>Application by all departments of CGIN</li> </ul>
GENERALIZATION OF ACCESS TO IC T SERVICES			
Program	Project	Deadline	Performance indicators
(EAC) Accelerating the development and deployment of Labeled Communal Access Spaces	<ul style="list-style-type: none"> <li>Labeling the EAC</li> <li>Media library</li> </ul>	2008-2010	<ul style="list-style-type: none"> <li>1500 ALMORCHID S: 100% of the existing structures (BM, CCIS, etc.), 4 public kiosks by city (Station, Road Station, Harbor, City center, etc.)</li> <li>A media-library in each city</li> </ul>
	Creating Labeled " mobile " access points	June 2009	<ul style="list-style-type: none"> <li>100 rural EAC (7/region)</li> </ul>
	National network of labeled private cybercafés	June 2009	<ul style="list-style-type: none"> <li>100%</li> </ul>
(EQU) Reinforcing incentive measures for the acquirement of equipment for the benefit of citizens and companies	Student Equipment (a connected mini notebook loan for the benefit of students)	2008-2010	<ul style="list-style-type: none"> <li>50% of equipped students</li> </ul>
	Household Equipment (Solutions for the benefit of households)		<ul style="list-style-type: none"> <li>20% of equipped homes</li> </ul>
	Company Equipment (Equipment for industrial companies)		<ul style="list-style-type: none"> <li>Generalization to SMC/SMI</li> </ul>

Program	Project	Deadline	Performance indicators
(SCO) Outfitting and connecting the different primary and secondary schools, and universities to the Internet	GENIE & GENIE-SUP (Generalizing the ICT in education)	Dec. 2009	<ul style="list-style-type: none"> <li>Outfitting and connecting all the school establishments (8 600) and universities</li> </ul>
(RIC) Outfitting and connecting the different sectorial community information networks	<ul style="list-style-type: none"> <li>Health Network</li> <li>Education Network</li> <li>Justice Network</li> <li>Culture &amp; Tourism Network</li> <li>Local Governments network</li> </ul>	Dec. 2010	<ul style="list-style-type: none"> <li>Operating the networks mentioned</li> <li>100% of the connected virtual networks</li> </ul>
<b>TRAINING IN INFORMATION AND COMMUNICATION TECHNOLOGIES</b>			
Program	Project	Deadline	Performance indicators
(INI) Reinforcing the capacity of public and private contribution concerning initial training in ICT professions	Developing of the training capacity	2008-2010	<ul style="list-style-type: none"> <li>Reaching 10.000 engineers per year referenced by the initiative 10.000 engineers</li> <li>Reaching 22.000 technicians referenced by the initiative "Moroccan Skills"</li> </ul>
	Reconverting graduates	2008-2010	<ul style="list-style-type: none"> <li>Training 5.000 trainees per year</li> </ul>
	Accrediting private education organisms	2008-2010	<ul style="list-style-type: none"> <li>50% of private education establishments accredited</li> </ul>
	Creating specialized training cycles in Teleservices	2013	<ul style="list-style-type: none"> <li>130.000 jobs referenced by the plan « Emergence »</li> </ul>
(PER) Generalizing the continuing education in ICT within administrations	<ul style="list-style-type: none"> <li>Generalizing continuing education</li> <li>Certification of the public sector agents</li> </ul>	2008-2010	<ul style="list-style-type: none"> <li>100% of agents trained to use the basic computer tools</li> <li>20% of certified agents</li> </ul>
(SEN) Carrying out training TIC programs for the population and administrations	Training of the Information brokers and support technicians	2008-2010	<ul style="list-style-type: none"> <li>3.000 special information brokers « ALMORCHID »</li> </ul>

INDUSTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES			
Program	Measure	Deadline	Performance indicators
(APP) Developing ICT companies by further emphasizing on the industrialization of the sector	<ul style="list-style-type: none"> <li>Finance - risk <i>(Initiating a financing system of risk sharing to Support innovation and creation of Added Value)</i></li> <li>Funds - innovation <i>(Initiating a guarantee fund to support innovation and creation of national champions)</i></li> <li>Funds - SMC - ICT <i>(Initiating a specialized co-financing fund SMC /SMI)</i></li> </ul>	2007-2008	<ul style="list-style-type: none"> <li>Multiplying the number of ICT companies created per year (SMC/SMI, champion companies, incubators,...)</li> </ul>
(LOC) Adopting and applying the necessary support measures to the local ICT companies	<ul style="list-style-type: none"> <li>Stimulating the sector on the domestic market</li> <li>Developing the domestic market by an accelerated implementation of the electronic administration</li> </ul>	Dec. 2010	<ul style="list-style-type: none"> <li>Increasing by 50% the market share of ICT Moroccan companies on the local market</li> </ul>
(EXP) Adopting and applying the necessary support measures to ICT companies in their endeavors to export to international markets	<ul style="list-style-type: none"> <li>Symposiums - ICT - Morocco <i>(International symposium holding for the promotion of the Moroccan know-how in ICT)</i></li> <li>Certification - Export <i>(Adoption of the international standards of quality certification)</i></li> <li>Consortiums - Export <i>(Constitution of national consortiums of ICTexport)</i></li> <li>Funds - Export <i>(Initiating the promotion Fund of ICT industry export)</i></li> </ul>	Jan. 2010	<ul style="list-style-type: none"> <li>1 international symposium per year for the promotion of the Moroccan ICT product</li> <li>1 regional symposium by semester for the promotion of the Moroccan ICT product</li> </ul>
(INN) Reinforcing the policy of innovating ICT companies development	<ul style="list-style-type: none"> <li>Poles of Growth <i>(Development of ICT " Poles of growth ")</i></li> <li>Incubator <i>(Launching of ICT incubators)</i></li> </ul>	June 2009	<ul style="list-style-type: none"> <li>1 technological incubator by School of engineers, faculty of sciences and technical establishment</li> <li>A pole of ICT growth per region</li> </ul>

STIMULATION OF TELESERVICES AND THE OFFSHORING			
Program	Measure	Deadline	Performance indicators
(DEL) Prepare the adequate environment for the proliferation of relocation projects	Call centers <ul style="list-style-type: none"> <li>Qualifying program of Specialized Personnel in Teleservices (PSP)</li> </ul>	Déc. 2009	<ul style="list-style-type: none"> <li>Reaching the number of 400 Call Centers</li> </ul>
	Offshoring <ul style="list-style-type: none"> <li>Developing Outsourcing activities</li> <li>Developing offshore-programming</li> </ul>	2010	<ul style="list-style-type: none"> <li>15 offshoring activities based on relocated ICT</li> </ul>
(ZON) Reinforcing the policy of creating areas designed for the development of the ITC industry and the technological offshoring	<ul style="list-style-type: none"> <li>Science parks of International scope</li> <li>Regional Science parks</li> <li>Intelligent Installation Zones (IIZ)</li> <li>Integration of the Intelligent Installation Zones in the industrial Zones</li> </ul>	2007-2010	<ul style="list-style-type: none"> <li>2 Science Parks of international scope</li> <li>1 Techno park per region</li> <li>1 IIZ per large city</li> </ul>
(MRK) Elaborating and executing a volunteering policy of marketing the Moroccan offer in terms of offshoring	Confidence - Investors : <ul style="list-style-type: none"> <li>Implementation and generalization of computer security standards</li> <li>Enforcement of regulations relative to the digital confidence and respect of copyright</li> </ul> Communication <ul style="list-style-type: none"> <li>Initiating communication equipments: « offre Maroc », social environment, labor laws,</li> </ul>	2007-2010	<ul style="list-style-type: none"> <li>Increase by 50% the annual number of investors in offshore in Morocco</li> </ul>



## Documentary references

### National documentary Thesaurus

- « Rapport d'Audit des portails des départements ministériels », MAEG/DEPTTI, Septembre 2007
- « Rapport – Conseil D'administration de l'ANRT », ANRT, Juillet 2007
- « Etude sur le potentiel à l'export des membres de la Fédération Apebi. Exportateurs actifs – Année 2006 », Centre de Services à Valeur Ajoutée de l'APEBI, Juin 2007
- « Contribution de CDG Développement à la numérisation du territoire », CDG Development, e-Forum, Casablanca, 14 juin 2007
- « Centre Marocain des Technologies de l'Information et de la Communication pour les Entreprises. Plan d'actions », CETIC, Juin 2007
- « Programme national d'administration numérique. Bilan 2002-2007 », MMSP, International WorkShop on eGov Architectures, Marrakech, Juin 2007
- « Développement de l'e-Gouvernement local au Maroc. Feuille de Route Stratégique », MAEG/DEPTTI – UNESCO, Mai 2007.
- « Projet de Mise en Place de la Passerelle d'Interopérabilité «OneGov», ou *Comment bâtir une administration performante et de proximité au profit d'un Client mobile*. Fiche descriptive », MAEG/DEPTTI, Mai 2007
- « Projet AL MORCHID : Labellisation des Espaces Publics Numériques », MAEG/DEPTTI, Mai 2007
- « Développement de la Formation Professionnelle dans le secteur des TIC », Réunion du Comité de Suivi du Contrat Progrès 2006-2012 du secteur TIC, 13 avril 2007
- « Développement des Technologies au Maroc. Réactualisation de la Stratégie e-Maroc 2010 », MAEG/DEPTTI – CEA, Avril 2007
- « MARWAN. Réseau Marocain d'Enseignement et de Recherche », CNRST, 06 Mars 2007
- « Labellisation des espaces publics numériques. Charte de labellisation des sites pilotes AL MORCHID », MAEG/DEPTTI, Mars 2007
- « Développement de l'e-Gouvernement local au Maroc. Analyse de Position Stratégique », MAEG/DEPTTI – UNESCO-ISESCO, Mars 2007.
- « Observatoire des TIC au Maroc 2007. Résultats de l'enquête de collecte des indicateurs TIC pour l'année 2006 », ANRT, Mars 2007
- « Étude de l'impact des TIC sur le développement économique et social. Networked Readiness Index », ANRT, Janvier 2007
- « Programme GENIE » Comité de Gestion du Service Universel des Télécommunications, ANRT, 20 novembre 2006
- « Appel à manifestation d'intérêt. Projet Passerelle d'Interconnexion OneGov ». Ministère des Affaires Générales et Economiques, Novembre 2006.
- « Contrat programme APEBI/Gouvernement 2006-2012 - SECTEUR TIC. Une vision stratégique de Développement du secteur TIC », Septembre 2006.
- « Internet au Maroc », Maroc Telecom, EGENI-Afrique, Marrakech, Juin 2006
- « Internet au Maroc : Etat des lieux et perspectives de développement » : Ministère des Finances et de la Privatisation, Direction des Études et des Prévisions Financières, Mars 2006
- « Les télécommunications au Maroc : développements récents et perspectives », MAEG/DEPTTI, 2006
- « Secteur de la Poste, Télécommunications et Technologies de l'Information. Bilan 2002-2005 », MAEG/DEPTTI, Janvier 2006
- « GÉANT2 Report on the Country Needs Assessment concerning research and education networking in Morocco - Version 1.2. », TERENA, 19-September 2005
- « Bilan & Plan d'Action 2005 – 2007 », MAEG, Avril 2005
- « Bilan du Contrat de Progrès 2001. Développement des Technologies de l'Information au Maroc », CTM, 14 Avril 2005
- « Vision stratégique 2005-2010. Développement des Technologies de l'Information au Maroc », CTM, 4 mars 2005
- 2005, تقرير عن نشاط قطاع البريد و المواصلات و تقنيات المعلومات –وزارة الشؤون الاقتصادية و العامة – مناقشة قانون المالية
- « Régulation du marché Internet au Maroc: État des lieux et Perspectives de Développement » - ANRT-Séminaire FRATEL - Nouakchott; 30 et 31 Mars 2005

- « Administration électronique: Bilan 2004 et perspectives 2005-2007 », Ministère de la modernisation des secteurs publics, 11 Mars 2005
- « **Objective M@ROC. Composants Majeurs de la Stratégie Nationale e-Maroc 2010** » **MAEG/DEPTTI, Janvier 2005**
- « PROTIC, Programme national pour la promotion des TIC : 50 000 entreprises sur le Net », Ministère de l'Industrie, du Commerce et de Mise à niveau de l'Economie, 15 décembre 2004
- « Synthèse de l'étude : Marché de l'Internet au Maroc, Etat des lieux et perspectives de développement », SITICOM (Groupe DEVOTEAM) – ANRT, Décembre 2004
- « Rappel des actions réalisées et programmées », A. MOUDEN, CSTI Comité e-Gouvernement, Décembre 2004
- « Du développement des centres d'appels ... à l'émergence du BPO au Maroc », Synthèse des Résultats de l'étude réalisée par CSC Peat Marwick / Capital Consulting – ANRT, Octobre 2004
- « e-Maroc 2010, Propositions pour une e-stratégie mise à jour », Rapport final, Mission financée par la Banque Mondiale, Louis Lengrand & Associés, Juillet 2004
- « e-Government Roadmap for Morocco », National Computerization Agency, Korea, 2004
- « Feasibility Study on Moroccan Government Network » National Computerization Agency, Korea, 2004
- « Observatoire National des Technologies de l'Information et de la Communication - ONTIC .Fiche descriptive», DEPTTI, 2004

#### Other References

- « World Information Society Report 2007 Beyond WSIS », l'Union International des Télécommunications (UIT) et de la Conférence des Nations Unies pour le Commerce et le Développement (CNUCED), mai 2007.
- « Global Information Technology Report 2006-2007 », Worl Economic Forum, Mars 2007
- « 2010 – Rapport annuel 2007 sur la société de l'information », Communication de la Commission européenne, Mars 2007.
- « Dix ans d'accès Public à Internet » - Gresoc, Groupe de Recherche Socio-économiques – France – Décembre 2006
- « Perspectives des technologies de l'information 2006 : principales conclusions », OCDE, Editions de l'OCDE, 2006.
- « Communication from the Commission to Council and the European Parliament. Interoperability for Pan-European eGovernment Services », Bruxelles, Brussels, February 13, 2006
- « 2006 Information and Communications for Development. Global Trends and Policies », The World Bank, 2006.
- « Interopérabilité au sein des services publics. Promouvoir une offre de services largement accessible via Internet », MicroSoft, Décembre 2005
- « E-commerce and Development », United Nations Conference on Trade and Development, REPORT, November 2005
- « UK Government Gateway. FAQ » e-Government Unit, Cabinet Office, UK, April 05, 2005
- « Guide sur le gouvernement en ligne » - CEFRIIO – Canada - 2005.
- « E-Readiness as a Tool for ICT Development », Abdelfattah ABUQAYYAS, 12th Arab Network for HRM/D Meeting, Muscat – Oman, 11 – 15 December 2004
- « Second annual report of the Information and Communication Technologies Task Force », United Nations, Economic and Social Council, 23 July 2004
- « L'innovation : le défi de la société de l'information. La stratégie du CIGREF », CIGREF, Septembre 2004
- « Etude pour la diffusion des TIC dans les PME. Stratégies, dispositifs et outils : un référentiel pour l'action », Ministère de l'Economie, des Finances et de l'Industrie, France, Mars 2004
- « Sustainable ICT for Emerging Economies Mythology and Reality of the Digital Divide Problem », Raj Reddy, V. S.Arunachalam, Rahul Tongia, February 2004
- « Citizen Service Delivery- the challenges and a possible approach », Tanmoy Chakrabart,TCS – Tata Consultancy Services, India, 2004

This strategic axis is identified by the e-Morocco 2010 strategy and by the Plan « Emergence » as the major lever so that our country can position itself in the world market of tele-services, to develop ICT exports and to encourage delocalization in all its forms.





