

Royal letter



Our obedient servant and Prime Minister, Mr Abderrahmane Youssoufi, God protects you and guide your steps on the right track.

1. as you know, we have expressed on several occasions, our desire to promote investment, including projects of small and medium-sized crafts, tourism, housing, industrial and agro - industrial and mining enterprises that are creating jobs and wealth, promoters of development and factors of reinforcement of productive capacities and savings of our youth and middle-classes who aspire legitimately to access to more progress, responsibility and development.

1.1 As we stated in the speech that we had delivered at the opening of the parliamentary session of October 2000, the interest of creating a **One-stop-shop** in each region ... is to fix a reasonable and shorter lead time... to decide on issues of investment projects.

1.2 Indeed, our attention has often been drawn to the difficulties faced by entrepreneurs because of the numerous and complex formalities required for creating companies or single proprietorships and the completion of administrative procedures necessary to the act of investing.

1.3 These legal or regulatory procedures are often necessary, because the freedom to entrepreneurship -enshrined in the Constitution, requires a binding legal framework, alone by itself able to reassure investors and ensure the safety and equality of all before the law as well as the involvement of a healthy and fair competition. Nevertheless, these procedures should be simplified and their implementation must be close to investors.

1.4 To this end, and in compliance with a gradual and realistic approach, taking into consideration the absolute necessity to propose only credible and effective reforms, we believe that the regional framework can be the best territorial and administrative dimension, taking into account the means currently available to our territorial administration, to resolve problems related to procedures for investment.

2. This process, in fact, is in coherence with our rethinking of the concept of authority for the promotion of investment, the privileged tool for growth.

2.1 Since we announced this new concept, we have noted with interest the efforts of our administration, and especially those in charge of the internal affairs of our kingdom, to give a concrete content to the concept.

2.2 It is incumbent upon us and we are enjoying it today, by the grace of God, to address you this letter in order to expand and implement, in a key area of economic and social development, our vision of the role of authority serving the citizen.

2.3 We would also like that the approach we describe in this letter be considered as an illustration of the methods of an administration reform, a reform that requires a new revision of objectives that the administrative body must pursue, together with a reform of procedures it uses and an adaptation of training and experiences of those who are in charge of its procedures.

3. For these considerations, we decided it will be created under the responsibility of the Walis of Our Majesty, of the regional investment centers, with two main functions: support for the creation of enterprises and for investors -consisting therefore of two One-stop-shops.

3.1 The One-stop-shop for business creation is the single point of all those who want to create a business, in whatever form, and who wish to use this service. This One-stop-shop may have annexes at provinces, prefectures and communes, according to the needs and means. Its staff makes available to applicants a single form containing all the information required by law or the regulation for the establishment of the company.

3.1.1 The staff performs all necessary steps to collect, with the competent authorities, documents or certificates required by law or regulation, and which are necessary for the creation of a society. Within a period determined by the Wali, he gets the applicant in possession of documents issued by the government proving the existence of the company.

3.2. The second One-stop-shop for investors: - providing investors with all information relevant to regional investment - considering all requests for administrative permits or preparing all administrative acts needed to carry out investment projects in industrial sectors such as agro-industrial, mining, tourism, crafts and habitat sectors, when it comes to investments whose amount is less than 200 million dh, so as to enable the Wali of the region to issue authorizations or sign administrative acts relating to these investments - considering -for investments concerned by the above sectors, but whose amount is equal to or greater than 200 million dh- contracts' projects or agreements to be concluded

with the State, in order to benefit the investor from advantages, and forwarding them to the competent governmental authority for approval and signature by the contracting parties.

The Wali, within their competence, prepares and executes authorizations, acts and contracts necessary for the investment envisaged by the Convention which it is responsible for enforcement - provides amicable solutions to disputes between investors and administrations.

3.2.1. The studies are conducted in compliance with laws and regulations governing the subject, by regional delegates of ministerial departments which report the exercising their skills to the Wali.

3.2.2. The Regional Investment Center, placed under the authority of the Wali, which is the territorial administration and privileged interlocutor for investors is to be managed by a senior official whose rank must commensurate with the level of their responsibilities. That is why we decided they would be appointed by Our Majesty, chosen for their expertise in the field and for their human qualities, and with the status of Director of central administration.

3.2.3. The Director will moderate and lead a regional commission comprising representatives of regional administrations concerned with investment and competent local authorities. They will be assisted by a staff with a motivating special status.

3.2.4. We ordain, moreover, that national commissions whose opinion are required for certain land transactions, be transferred to the regional level, mainly the commission in charge of to study of the declaration of non-farming land and those relating to the protection of Coastal and sensitive areas, and placed under the authority of the Wali or governor, his delegate.

3.2.5. We hope, furthermore, that the development and management of industrial, touristic and residential zones should be entrusted to private persons approved by the State, who will play against the investor's the role of the One-stop-shop for the concerned area.

3.3. We invite our government to recast regional representations of the central government, focusing on economy structures and their rapprochement for more synergy and coherence, and to consider a territorial status of personnel and ensure motivation and encouragement of the best and the brightest of our administration to make career choices in the regions of the kingdom and not only in the central government.

3.4. To enable the Wali to assess the facilities they will provide for the opening of a regional centre so that can be followed by immediate effects, such opening will be decided by a joint-decree of Ministers of the Interior, Finance, Commerce and Industry, on a proposal by the Wali of the concerned region.

3.5. The Wali of the region is responsible for the organization and operation of the center, as well as the creation, organization and functioning of branches to support the creation of enterprises in provinces, prefectures and municipalities in the region .

3.6. The implementation of the measures we have ordered requires that the Walis of Our Majesty are endowed with legal powers and regulations necessary to take charge, on behalf of members of the government, of administrative actions necessary to process investments.

3.6.1 To allow the Walis of the regions to implement the procedures necessary for the realization of investment.

3.2. of this present letter, the members of our government and senior officials of our central government should provide the Walis with the necessary skills to conclude or enact, on behalf of the State, the following acts:

-- Contracts for sale or rent on buildings in the private domain of the State -acts of authorization to occupy public and forestry sector - permits installation or operation of industrial, agro - industrial and mining sectors;

-- Permits for opening and operation of touristic establishments, classification and control of those institutions, issuance of various licenses or permits needed to operate these facilities.

3.6.2. On the other hand, in order to soften the procedures of control of the acts of local collectivities, our Minister of the Interior will delegate to the Walis of the region the powers to exercise supervision of the following acts:

-- Acts of approval of the deliberations of legislative bodies of local authorities for contracts and agreements entered into by local authorities, when the amount does not exceed 10 million dhs - acts of approval decisions for credit transfer from one side to another, within the budget of communities;

-- Acts of approval of the deliberations of legislative bodies of local authorities for acts of acquisition and transfer of land.

3.6.3. In addition, we capacitate the Walis to receive the delegation of powers of the concerned government authorities to take all decisions necessary in order to achieve the investment criteria which do not meet those set out in section 3.2. of this Royal Letter.

3.7. All orders provided in the preceding paragraphs are referred by the Prime Minister and published in the Official Bulletin. They take effect for the concerned region publication in the Official Bulletin of the joint-decree agreeing to the opening of the Regional Center.

In the meantime, the delegated powers continue to be exercised by delegate government authorities.

3.7.1. In any case, decisions concerning delegation of powers should be published in the Official Bulletin no later than 45 days from the date of publication in the Official Bulletin of this letter. 3.7.1.1. The decisions specify the terms under which the delegation is to be exercised, particularly the content and frequency of reports that the Walis of the region would report to the Prime Minister and the delegate Ministers.

3.8. The decisions of the Walis, taken pursuant to this Royal Letter, may be subject to appeal before the Committee on Investment chaired by the Prime Minister or before the commissions established by specific laws or regulations.

3.9. For the Walis, the responsibility of our governors in implementing this new policy remains intact and is expected to strengthen. We wish, to that end, that the governors of Our Majesty participate fully in the implementation of this policy of devolution and prepare the necessary structures in the exercise, at provincial and prefectural levels, skills that will be exercised in a first stage, at the regional level.

3.9.1. Our Minister of the Interior specifies the subjects in which the Walis of the region may delegate, to the governors of provinces and prefectures, part of the skills they are invested by this letter, together with the forms and conditions of this delegation.

4. We believe that local communities must become a major player in the process of economic and social development of the territory and provide them with legal instruments and financial resources necessary to enable them to fulfill this mission in a more efficient manner.

We invite, to this end, the parliament to conduct a thorough reading of the bill on the municipal charter and to enrich it, in perfect collaboration with the government, with provisions that would give local communities a real responsibility in the design and realization of economic development programs for the collectivity. Moreover, it will be convenient to consider a revision of the taxation of local authorities in order to simplify it and make it more productive.

4.1. However, in order that all remains consistent, it is important that those responsible for these communities carry out their responsibilities in strict compliance with the law and regulations. In particular, it is necessary to recall that the chairmen of municipal councils are required not only to execute the decisions of the councils, but also to apply the laws that they perform in their capacity as local administrative authorities that we invest in their duties by Dahir.

4.1.1. Also, our governors have to ensure that the relevant local authorities, acting as representative of the State, issue, within the time prescribed by law or regulations, necessary authorizations for investment, in particular, authorizations to divide into plots and building permits.

4.1.2. When governors delay in issuing permits, and when these delays are attributable to the authorities concerned, they put them on notice to comply with the law or regulation in force in a lead time they set. If the delay persists, they should notify the Walis of the region and implement the power to substitute which the charter recognizes, and whose methods of application will be determined by the regulation on the proposal of the Minister of Interior of our government.

4.1.3. Similarly, Walis must attract the attention of the concerned governors of provinces and prefectures, when they find that local authorities refuse or neglect to take the measures prescribed by law or regulations in a timely manner. They call, as appropriate, the governors, to exercise the power of substitution.

Our Prime Minister, that God protects you,

5. The reform of certain procedures relating to the establishment of commercial companies involves the revision of legislation governing the matter. We hope that our government can rapidly revise the related bills to enable the parliament to take action as soon as possible.

5.1. It will also be convenient to pursue the efforts to modernize the administration of Justice, and to revise procedures for amicable settlement of disputes between businesses in order to enable them to appeal more often to arbitration.

5.2. In the same vein, it is necessary to conduct a thorough study on the causes that impede the functioning of the professional Chambers, constitutional institutions, whose role in representing the economic and social forces, should not obscure the mission of intermediation and professional support services and assistance they owe to their members.

Our dedicated Prime Minister,

6. As you know, since the State implemented a privatization policy that strengthens its desire to privilege the role of the private sector in the economic and social development, it sought to establish a legal framework that encourages private investment. The measures contained in this letter come to consolidate that policy.

6.1. However, it remains clear that these measures may not produce the expected effect unless the institutional mechanisms of the private sector are mobilized to offer full benefits to investors.

6.2. We are convinced that private institutions, especially those responsible for the collection of savings and their allocations among economic agents, will take full advantage of reforms, accompanying, as appropriate, creativity and ambitions investors, especially young entrepreneurs and small and medium enterprises.

7. We are aware that reforms must be implemented by our government, our Walis, our governors and presidents of councils for the purposes of this Royal letter, require vigilance and determination.

Also, we feel it is necessary to provide for the establishment of a commission to prepare the measures of any kind, for the implementation of this reform and to monitor its application.

8. Under the authority of our Prime Minister, the commission will be composed of government members directly affected by the measures to implement, and advisers of Our Majesty we will nominate for this purpose.

9. We are convinced that this commission will inform us periodically about the proper conduct of its work and swift implementation of reforms contained in this Letter.

10. It should also propose to Our Majesty the extension of powers that can be delegated to the Walis as the provision of necessary facilities for this devolution

and, under the same reservation, the transfer of skills of the Walis to the governors of provinces and prefectures.

11. We are confident, knowing your commitment to the scrupulous implementation of our high guidelines, you will save no effort to work, together with members of the government of Our Majesty, in order for the noble purposes expressed in this Letter to be realized as soon as possible.

In renewing the expression of our blessing to you, we pray God, the Almighty, to grant you more success and continue to guide you on the right track. That peace and blessings of God be upon you.

Done at the Royal Palace in Casablanca on 24 Chaoual 1422 (January 9, 2002)

Fait au Palais Royal à Casablanca le 24 chaoual 1422 (9 janvier 2002)

- **Director's speech**

CRI of Fez - Boulemane is pleased to introduce its website. It aims to be a practical and valuable information source for any investor and entrepreneur. The goal is to help project developers, entrepreneurs and investors to better know the potential of our region and exploit new investment opportunities.

This site, a real tool to make better decisions , provides an overview of the Region Fès Boulemane: monograph , potential, structural projects as well as the necessary legal and administrative formalities for investment. All these information are illustrated by comments, maps and photographs, as well as many explanatory diagrams that facilitate understanding, contacts and useful addresses to help you in your efforts.

CRI Fes-Boulemane wants to be your interlocutor in your administrative procedures in order to make the investment and business creation, easier and faster.

Wishing you a good navigation, we would be pleased to welcome you to Fez Boulemane.

C

RI Fes-Boulemane Director

Rachid Aouine

Directeur du CRI de Fès-Meknès

Organigram

Director of the center, administrative and financial department, the Director's Secretariat, Department of Information Systems and documentation, Entrepreneurship Help desk , Investor's help desk, Promotion and cooperation division, Annex to Meknes, reception and orientation , Information/ legal support /administrative follow-up of projects,

communication and promotion, business creation formalities , studies technical monitoring of major projects, cooperation and partnership, Business tax and fiscal identification , defence and referee , Negative certificate, The National Social Security Fund , register of commerce, Branch of Boulemane , Branch of Tazza

- **Missions**

- 1. Support The business creation:**

- Via its help desk for entrepreneurship, the CRI is the sole contact for all people who want to start a business, whatever its form . Its staff provides applicants with a single form which contains all the information required by law or regulation for the creation of the company.

- The desk staff accomplishes all the necessary steps to collect documents and certificates required by law or regulations to create a company. It puts the applicant in possession of documents supporting the existence of the company.

- Thus, the CRI is responsible for the following tasks:

- 1. Award of Negative certificate for name or the company's brand.
 2. Subscribe to Business Tax and Fiscal Statement of Existence.
 3. Registration in the Register of Commerce.
 4. Membership of the National Social Security Fund.

- 2. The assistance to investors:**

- The CRI provides investors with all relevant information for regional investment.
 - It studies all requests for administrative authorizations and prepares all the necessary administrative acts for the realization of investment projects in the industrial, agro-industrial, mining, tourism, handicrafts and housing when it comes to investment, whose amount is less than 200 million dirhams, and thus enable the Wali of the region to license or sign administrative acts related to these investments.
 - It Studies the investments involved in the sectors mentioned before , but whose amount is equal or greater than 200 million DH, draft contracts or agreements to be concluded with the State in order to make the investor take profit from special benefits, and transmits them to the appropriate government authority for approval and signature by the contracting parties. The Wali, within his competence, prepares and executes permissions, the necessary acts and contracts for the realization of the investment, under the agreement he is responsible for .
 - Proposes friendly solutions to conflicts between investors and administrations

3- Promotion and cooperation

- **Communication and Promotion**

In the context of its responsibilities, and in conjunction with different regional economic actors and operators. The Regional Investment Centre is involved in the development of a territorial marketing strategy for the economic and social development of of Fez Boulemane region.

RCI, as an institutional actor to improve the economic development of the region, is also called to put forward concrete actions in order to improve attractiveness of the region. RCI works also to promote and communicate on the region's assets, competitive advantages and business and investment opportunities nationally and internationally.

To achieve this goal, RCI runs communication and information campaigns. It also organizes, attends and sponsors different promotional events related to investment promotion in the region.

- **Cooperation and partnership**

RCI Fez Boulemane has developed key relationships of cooperation and partnership with regional, national and international partners.

Regionally, the RCI of Fez Boulemane coordinates with regional partners particularly external authorities involved in the investment process, provincial services of the Region, local communities and professional organizations.

Nationally, the RCI of Fez Boulemane maintains privileged relations with the ministries and government agencies working to promote investment including AMDI and Regional Development Agencies.

The RCI of Fez Boulemane also maintains partnerships with international institutions such as the international cooperation agencies such as USAID and GIZ.

- **RCI accomplishments:**

The progress report of the RCI in the first half of 2016

One-stop shops **for** business start-up

2027 new businesses created in Fez Meknes region during the 1st half of 2016 with an increase of 8% compared to the same period last year.

Negative Certificates :

During the first half of 2016, 2.166 negative certificates were issued by RCI . 83% of CN delivered take the legal form of limited liability companies. In the other hand, 14.7% takes the legal form of individuals. And by activity sector, the services sector counts 36% of CN, followed by trade and construction sectors that include respectively 29% and 23% of Negative certificates. Geographically, 60% of Negative Certificate were issued by Fez and Missouri office.

The number of NC delivered has witnessed a 20% decrease in the 1st half of 2015 compared to the same period in 2016. Due to the use of online applications by Start-up professionals, Following the decision of the moroccan office of industrial and commercial property granting a 40% reduction in the fees for online applications instead of applications addressed through the conventional channel (RCI, trade delegation,...).

Business Creation:

Under the 1st half of 2016, RCI has created 2077 new businesses. It is particularly noticeable that 65% are limited liability companies and 34% takes the legal form of individuals. In terms of sectors, the trade and services sector represents equally 33% of businesses created, followed by the construction sector with a share of 24% . Meknes help desk dominates in term of business creations with a share of 43% followed by of Fez and Missouri desks with a share of 41%.

The number of companies created during the 1st half of 2016 has witnessed a significant increase of 8% compared to the same period last year. It has increased from 1925 to 2077 businesses created this year.

Analysis by desks reveals that Taza desk recorded the most significant increase regionally, with a progression of 13%, followed by Fez-Missour desk with an increase of 8%.

EVOLUTION of number of businesses created between first half of 2015 & 2016 by desks:

Desk / PERIOD	First half of 2015	First half of 2016	%
FEZ-MISSOUR	792	859	8%
MEKNES-EL HAJEB	846	895	6%
TAZA	287	323	13%
TOTAL	1925	2077	8%

Investors help desk

112 projects have been approved by the regional investment Committee with total investment amount of 1 billion and 824.5 millions dh.

Concerning the desk help investors, 164 investment applications submitted have been studied, they concern requests for authorizations and investment projects. Among these files, 112 have been approved by the regional investment commission. The corresponding global amount allocated to the applications approved is 1 billion and 824.5 million Dh. 4.145 jobs are expected to be created

	Number of approved projects	Number of jobs estimated	Amount of investment (in Million Dhs)
1st half of 2016	112	4.145	1 824,5

In terms of value, housing and education sector recorded a clear predominance with a combined share of 53% of the total of planned investments.

Les projets industriels arrivent en 3ème position notamment dans le cadre des projets agréés à la zone industrielle de Miftah El Kheir, suivi de l'agroalimentaire, projets approuvés principalement à la zone Agropolis de Meknès.

Industrial projects are in the 3rd position particularly in Miftah El Kheir area, followed by agri-food sectors in the context of projects approved mainly in Meknes Agropolis area.

In terms of employment, the housing sector generates up to 34 % of total Number of Jobs estimated .

In The tourism sector, by contrast, 15 applications were studied, 7 of which are related to public house authorizations, with a total investment amount of 8.6 million Dhs, and 6 related to tourism rankings authorizations, with an amount investment of 68 million Dhs.

[Approved projects in the first half of 2016 by prefecture / province](#)

Prefecture or	Projets agréés
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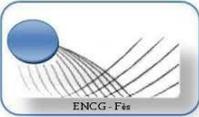
Province / indicators	Number of projects	Number of estimated jobs	Amount of investment (in Mdhs)
MEKNES	11	39	22,1
FEZ	10	597	308,1
MOULAY YACOUB	21	1459	602
SEFROU	14	91	48,7
TAZA	19	152	173,4
TAOUNATE	3	145	69,5
MEKNES	25	1122	322,6
EL HAJEB	1	480	148
IFRANE	8	60	130
Total	112	4.145	1.824,5

(*) MDH = Millions Dirhams

The projection of results recorded in the investors help desk by prefecture and provinces suggests that the Province of Moulay Yacoub generates 35.5% of the projected overall investment amount through industrial projects implemented in the Miftah Al Khair industrial area located in the Rural Municipality of Ain Chkef.

Partners :

	Urban municipality of Fez
	Region board of Fez Meknes
	The National Social Security Fund CNSS
	OMPIC : Moroccan Office of Industrial and Commercial Property

	Trade court of FEZ
	Regional board of tourism of FEZ
	Tax Directorate
	Sidi Mohamed Ben Abdellah University
	National school of trade and management of FEZ
	the Faculty of Science and Technology of Fez
	The Cité of Innovation of Fez
	The General Confederation of Moroccan Companies
	the creation of businesses foundation
	the Association of Women Business Leaders of Morocco

	The Chambre of Commerce Industry and Services of fez meknes region
	The Chambre of craft of fez meknes region
	The Chamber of Agriculture of fez meknes region
 CHAMBRE FRANÇAISE DE COMMERCE ET D'INDUSTRIE DU MAROC	The French Chamber of Commerce and Industry of Morocco
 OFPPT	OFPPT : Office of Vocational Training and Employment Promotion
 Maroc PME® Entrepreneuriat Croissance Compétitivité	
 anapec	the National Agency for the Promotion of Employment and Skills
 al omrane	Al Omrane
 Bourse de Casablanca	



إنجاز المغرب
INJAZ Al - Maghrib



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