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The twinning project was good in that it revealed to us that our after-care procedures were too complicated. We realised we had to simplify our work, and that it wasn’t just about fulfilling a set quantity of company visits but identifying problems and reacting promptly to them. I went to Poland on one big trip. The experts there understood what our problems were right away and actively helped. They wanted it to work for us. It’s made a huge difference to how we work.”

Néjma El Houda Bouamama, Head of Investment Project Management,
AMDI, Rabat

Assist Morocco’s investment promotion agency in improving its services to attract foreign investment

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CONTEXT

Foreign Direct Investment in Morocco has been steadily on the rise since 2000, in spite of the global economic crisis of recent years; almost doubling from an average of 19.6 billion (€1.7 billion) Moroccan Dirhams per year between 2001-2006, to 30.2 billion dirhams (€2.6 billion) per year between 2006-2011. Nevertheless, the country’s business environment can still appear opaque to foreign companies, in view of the extensive legal and administrative procedures that must be followed to ensure their investment operations in the country are secure.
As part of its 2005 national industrial strategy, Morocco has started to take steps to improve its business environment and to create local jobs by, among other activities, setting up a joint public-private partnership in 2009 dedicated to developing sectors where the country offers notable competitive advantages.

In this same year, a new investment promotion agency to identify, assist and follow up with businesses looking to invest in Morocco – the state-funded AMDI (Agence Marocaine de Développement des Investissements) – was launched. Operational since 2010, the young organisation, looking to find ways to improve its services and explain the "Morocco product" better to potential clients, took part in a EuropeAid-funded twinning scheme in 2013 with investment promotion agencies in Germany and Poland. Part of AMDI's work is to identify significant obstacles to investment and recommend administrative reforms that would simplify Morocco's business environment.

**OBJECTIVES**

- Exchange best practices in investment promotion and implement experts' recommendations

**IMPACT**

- 15 German and Polish experts exchanged their work experience with AMDI employees through study visits and training and information seminars in Germany, Poland and Morocco
- Work procedures within AMDI's After-Care Service Department refined and services offered to potential investors improved and extended; tools used to promote Morocco's business product by AMDI's Research & Monitoring department improved; a strategic and operational performance indicator system implemented by AMDI

"The twinning experts reviewed the general investment guide we produce for clients as well as our overall media strategy. It was interesting to hear their remarks. With our guide, it was a mix of little things like, include details on other investors already active in the country (because European investors like to know this kind of information), to more general comments like, remember to strike the right balance between presenting Tourist Morocco – which clients probably already know – and Business Morocco, which they won't. We'll be incorporating their ideas in our next edition."

Ali El Yacoubi, Head of Research & Monitoring Section, AMDI, Rabat