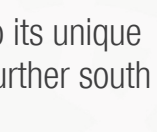
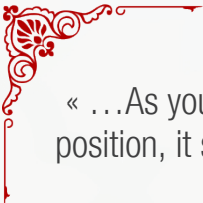




المركز الجهوي للاستثمار لجهة الداخلة وادي الذهب
Regional Investment Center - Dakhla Oued Eddahab

Dakhla Oued Eddahab Regional Investment Center





« ...As you know, Dakhla has special significance in the history of Morocco. Thanks to its unique position, it serves as a strategic link between the Kingdom and regions and countries further south in Africa...

...the city has witnessed a political, economic and social transformation. My ambition is to press ahead with this endeavor so that the Moroccan Sahara may reclaim its historical role and serve, once again, as a

crossroads in the Continent...»



Excerpt from the speech delivered by His Majesty the King Mohammed VI on Throne Day

**EXTRACT FROM THE ROYAL ADDRESS OF HIS MAJESTY KING MOHAMED VI MAY
GOD ASSIST HIM**

**ON THE OCCASION OF THE 4TH EDITION OF THE FORUM
CRANS MONTANA HELD IN THE CITY OF DAKHLA**



**HIS MAJESTY KING MOHAMMED VI
MAY GOD ASSIST HIM**



A message from **GENERAL MANAGER**

This activity report reflects our ongoing commitment to the economic development of the Dakhla Oued Eddahab region and our desire to promote an environment conducive to investment and entrepreneurship.

The year 2022 has been marked by many achievements and significant progress. We have worked closely with economic operators, public institutions and citizens to enhance economic growth and create sustainable employment opportunities.

Highlighting the investment projects we support and our contribution to the diversification of our local economy, we have strengthened our partnerships with the various stakeholders to encourage innovation, training and skills development.

Since the launch of the CRI 2.0 reform, we have paid particular attention to improving our services and simplifying administrative procedures for entrepreneurs and investors. We have also supported initiatives to promote local entrepreneurship, by setting up training, support and financing programs tailored to the needs of project initiators.

This activity report also illustrates our commitment to sustainable development and corporate social responsibility. We have encouraged environmentally-friendly practices, the promotion of the circular economy and the implementation of inclusive policies to promote equitable access to economic opportunities.

We are aware that these achievements would not have been possible without the contribution and commitment of every member of the ecosystem. I would like to express my gratitude to all the members of my team, as well as to our partners and the citizens of our region, for their support and trust.

As we look to the future by supporting the development of new industries such as the production of green hydrogen and ammonia, aquaculture and various processing industries, we are determined to continue our efforts to strengthen the economic attractiveness of our region and support a favorable and encouraging investment climate.

We will continue to support innovative projects, facilitate public-private partnerships and promote local talent. I thank you for your interest in our Center and Region and wish you a positive and interesting reading of our 2022 activity report, which highlights our achievements and our prospects for the future.

Mounir Houari

CONTENTS

Center Organisation, Control and Good Governance	8
Investor's Hub	12
Economic Impulse and Territorial Offer	30
2023-2025 Action Plan	52

I- Center Organisation, Control and Good Governance

Board meeting dates

MEETING 1 28/03/2022	Review the 2021 activity report.
MEETING 2 30/06/2022	Review year 2021 financial statements.
MEETING 3 28/10/2022	Review of the 2022 budget, the projected 2023 budget and the general guidelines for the three-years period of 2023- 2025.

Audit committee meetings dates

MEETING 1 25/03/2022	Audit committee meeting held to review the 2021 Activity Report.
MEETING 2 29/06/2022	Audit committee meeting held to review the financial statements and auditor's report for the year 2021.
MEETING 3 26/10/2022	Audit committee meeting held to review the 2022 budget report, the projected 2023 budget and the 2023-2025 Action Plan.

Independent members appointed to the Board of Directors

Ahmed
EL ABDELLAOUI

Regional Tourist Board
Chairman

Aziz SAIR

Director of ENCG

Reda CHAMI

Managing
Director of King
Pélagique group

Staff management

Salaries processing, social security and tax declarations management are overseen by the Kingdom's General Treasury.

Accounting management

To ensure the best costs optimization and create a synergy between the Kingdom Regional Investment Centers, mutual call for tenders was launched to acquire an ERP that will deal with accounting, purchasing, budget and HR management. PRODWARE company won the public call for tenders.

Trainings

Our human resources benefit from continuous trainings to allow an optimal adaptation to new laws and regulations and an upstanding quality of service to our stakeholders. The trainings offered for the year 2022 are :

- **Head of Personnel:**

Essentials of Human Resources management, day-to-day personnel and staff administration, development of service quality.

- **Head of Internal Control:**

Detection and prevention of fraud risks in public procurement.

- **Head of Resources Division:**

Budget management in the public sector.

Contracts and agreements

To meet our various needs in terms of **technical and legal assistance, medical coverage and insurance**, the Regional Investment Center of Dakhla Oued Eddahab subcontracted the following agreements:

- **Legal assistance contract** signed with a law firm ;
- **Convention signature with the SNTL** (National Company for Transportation and Logistics) to manage vehicles purchase and all their management aspects (fuel, travel and transport...) ;
- **Agreement with SAHAM Assurances** for all insurance aspects (accidents, death, incapacities and disabilities) ;
- **Agreement with an occupational physician.**

Internal control

The internal control system at the Regional Investment Center of Dakhla Oued Eddahab is designed to help achieve our objectives to comply with administrative procedures and increase user's satisfaction.

To reach our objectives, the following actions have been implemented during the year 2022 :

- Periodical anomalies reports of the Unified Regional Investment Commission - URIC.
- Weekly pre-checkup of URIC documents and moderation of pre-URIC meetings.
- Work, recommendations follow-up and reception of auditor's deliverables.
- Audit Committee and Government Commissioner work and recommendations follow-up.
- Due diligence when preparing call for tender documents.
- Internal control consolidation through a call for tender to cover the Center's procedures and risk mapping.
- Pre-control reinforcement of the Center's expenditure and monitoring of budget implementation.
- Establishment of a permanent legal intelligence (legal database).
- Implementation of automated control sheets by public order type.

External audit

In accordance with Article 24 of Law 47-18, a Final Audit Report for year 2021 has been prepared by the accounting firm and presented to the Board of Directors in June 2022. The report is about :

- Evaluation and assessment of the internal control system ;
- Audit of financial statements ;
- Audit of budget implementation statements.

Performance evaluation

In accordance with the Ministry of Interior decree No. 474-21 of 3 Kaada 1442 (14 June 2021) that implement the Key Performance Indicators for the Regional Investment Centers. The Dakhla Oued Eddahab Regional Investment Center launched a call for tenders to evaluate the year 2022 performances.



REGIONAL INVESTMENT CENTER
DAKHLA OUED EDDAHAB REGION

INVESTOR'S HUB



المركز الجهوي للاستثمار لجهة الداخلة وادي الذهب
•CC•O •CIC•C I 800•08 I •CIC•E+ AA•XII• U•A AA•O•O
Regional Investment Center - Dakhla Oued Eddahab

رئيس الحكومة
+•J000X•+ I H0•E+
HEAD OF GOVERNMENT



المملكة المغربية
+•X•H•A•+ I HC•O•O•O
KINGDOM OF MOROCCO

وزارة الاستثمار والتعاونية وتقييم السياسات العمومية
+•C•L•O•+ I 000•OU A 0C•X•O A 000+X I +00+0+0I +0X•A•A•0I
MINISTRY OF INVESTMENT, CONVERGENCE AND EVALUATION OF PUBLIC POLICIES



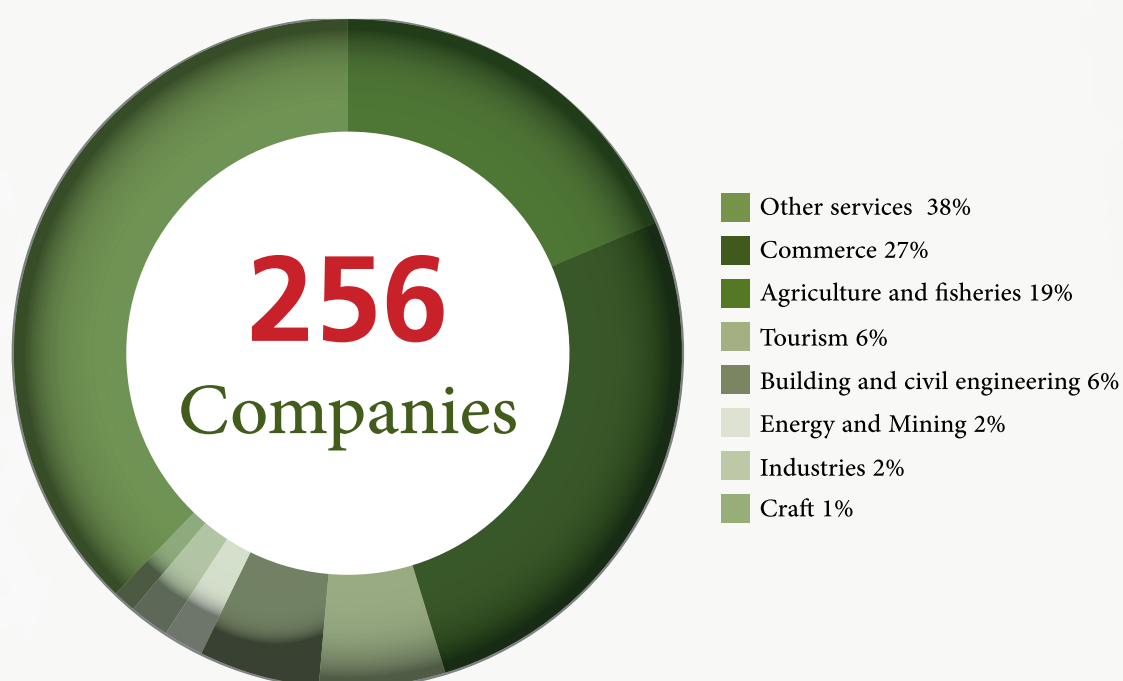
II-Year 2022 achievements

Business creation

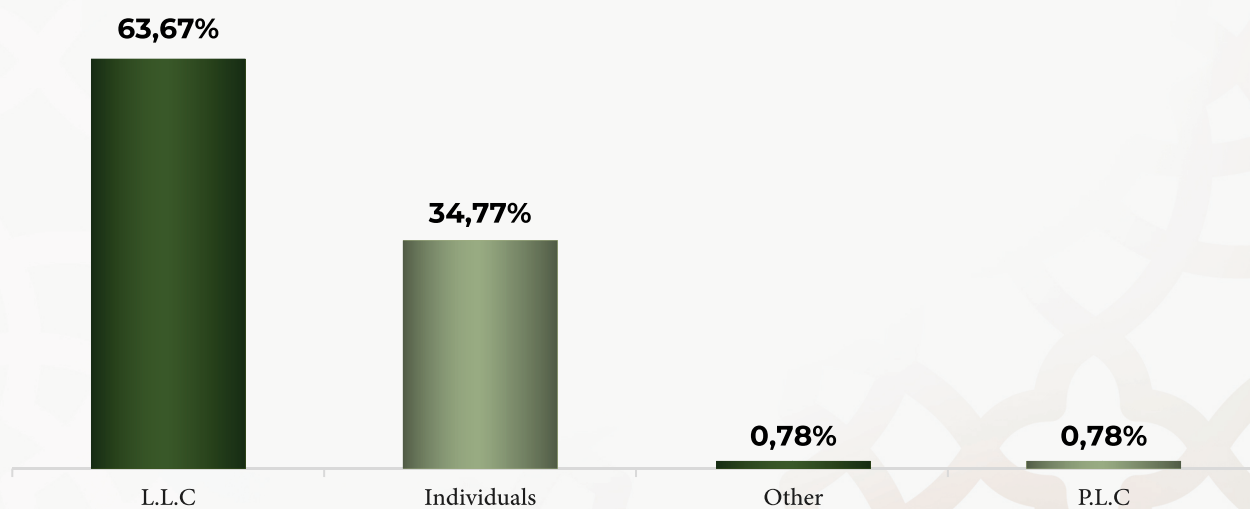
Since April 1st, 2022 the business creation process procedures are no longer taken in charge by the Regional Investment Center office.

Hence, the following breakdowns are covering only the first three months of 2022 :

Companies creation breakdown by sector of activity



Companies creation breakdown by legal status

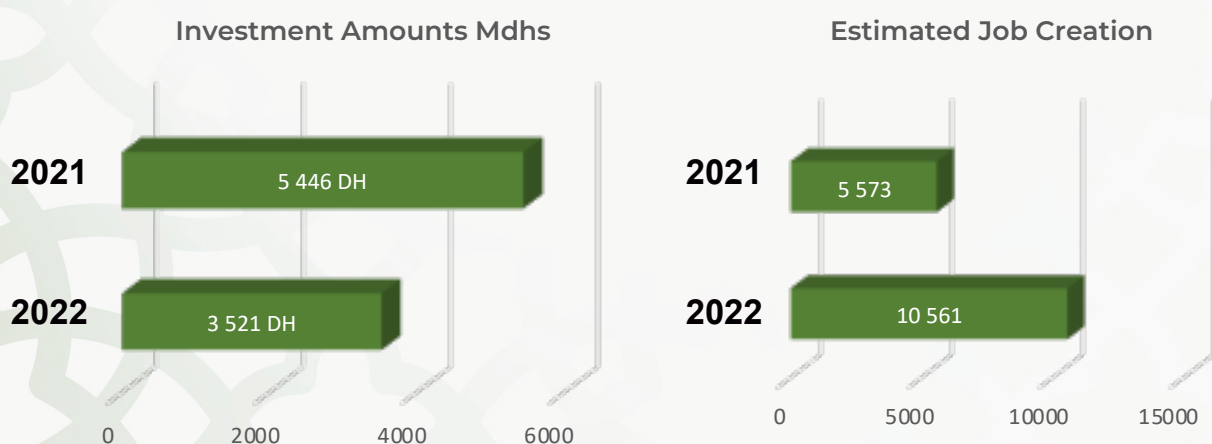


Processing and management of investment projects

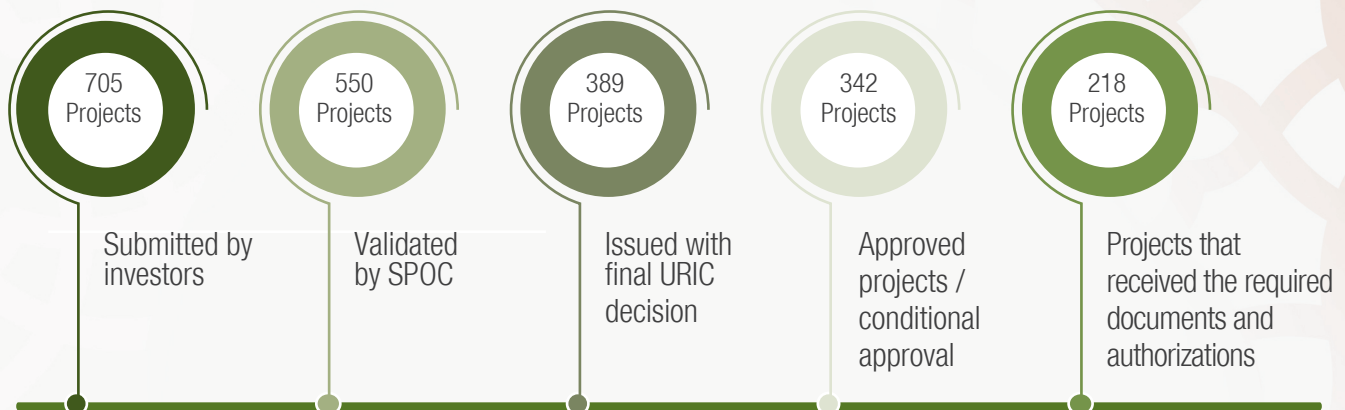
	VALUES		INVESTMENT AMOUNTS (MDH)		Employment projections*	
	2022	2021	2022	2021	2022	2021
Projects submitted by investors	705	573	12 200	11 000	31 941	28 884
Projects validated by the SPOC	550	313	5 917,7	21 821	13 583	9 772
Projects with URIC final decision	389	241	5 622,5	5 587	11 995	5 935
Projects with URIC positive decision (even positive decision with remarques)	342	226	3 521	5 446	10 561	5 573
Projects with URIC negative decision	47	15	2 101,9	141	1 434	362
Projects with URIC positive decision and that received administrative acts and authorizations	218	114	1 496	560	2842	1 196
Projects with an appeal over URIC decision	8	3	40,5	67	130	783
Projects with an appeal over URIC decision and that was reexamined with a positive decision	1	3	12,23	67	26	783
Projects with an appeal over URIC decision and that kept the same decision	5	0	17,9	0	78	0
Projects with an appeal over URIC decision and that are under examination	2	0	10,37	0	26	0

* Number of direct, stable jobs to be created at the operating phase.

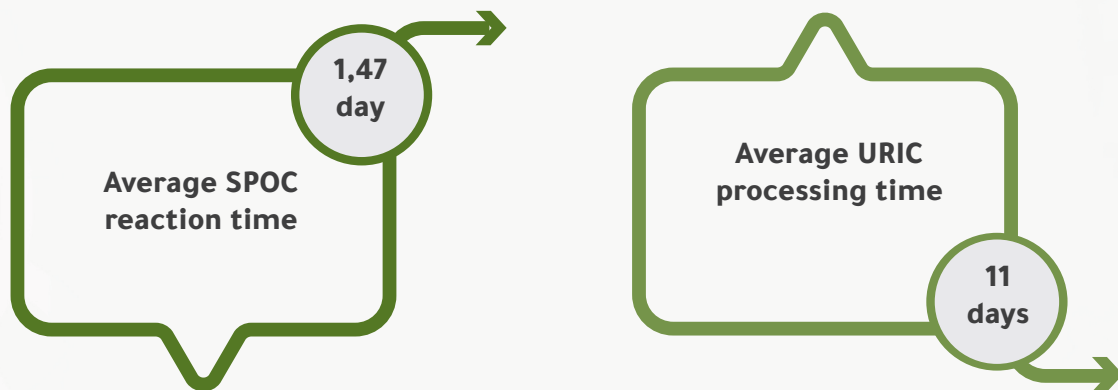
Economic impact of approved projects



Processing of investment projects

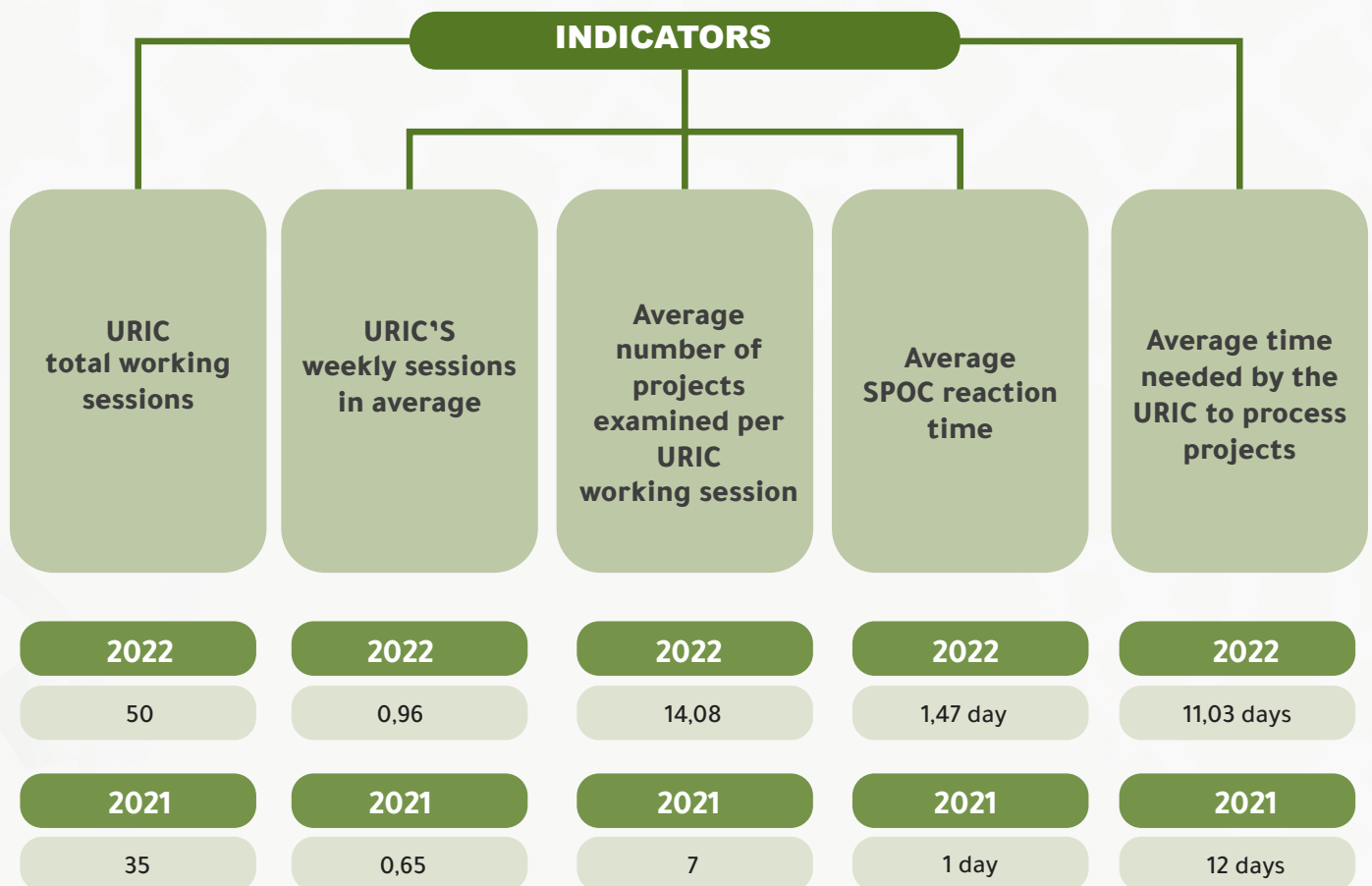


Average spoc reaction time and uric processing



URIC : Unified Regional Investment Commission

Processing of investment requests and procedures

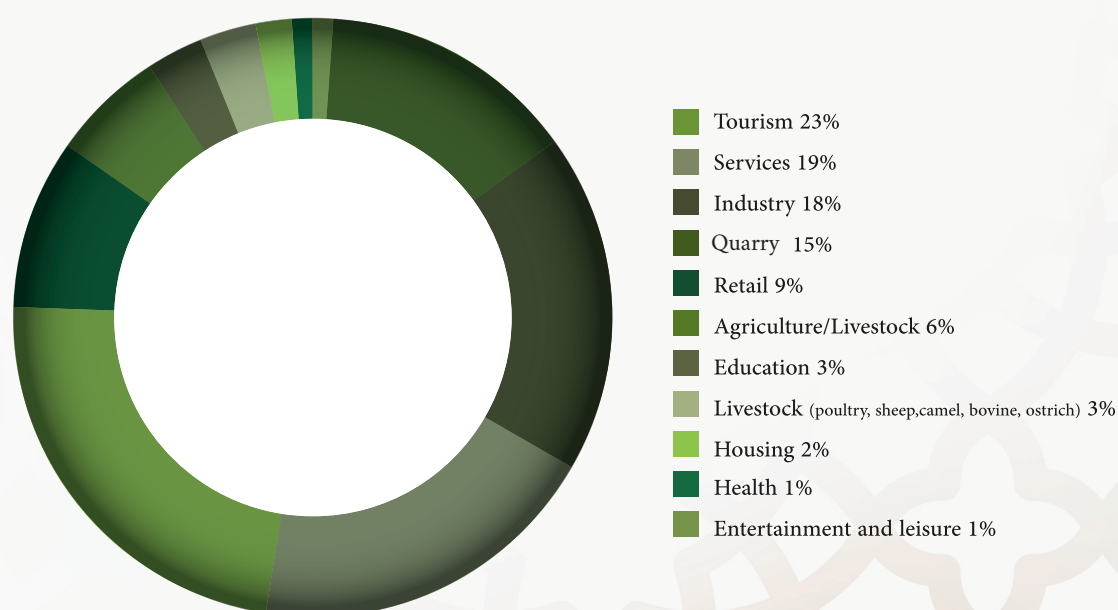


URIC : Unified Regional Investment Commission

BREAKDOWN OF SUBMITTED INVESTMENT PROJECTS

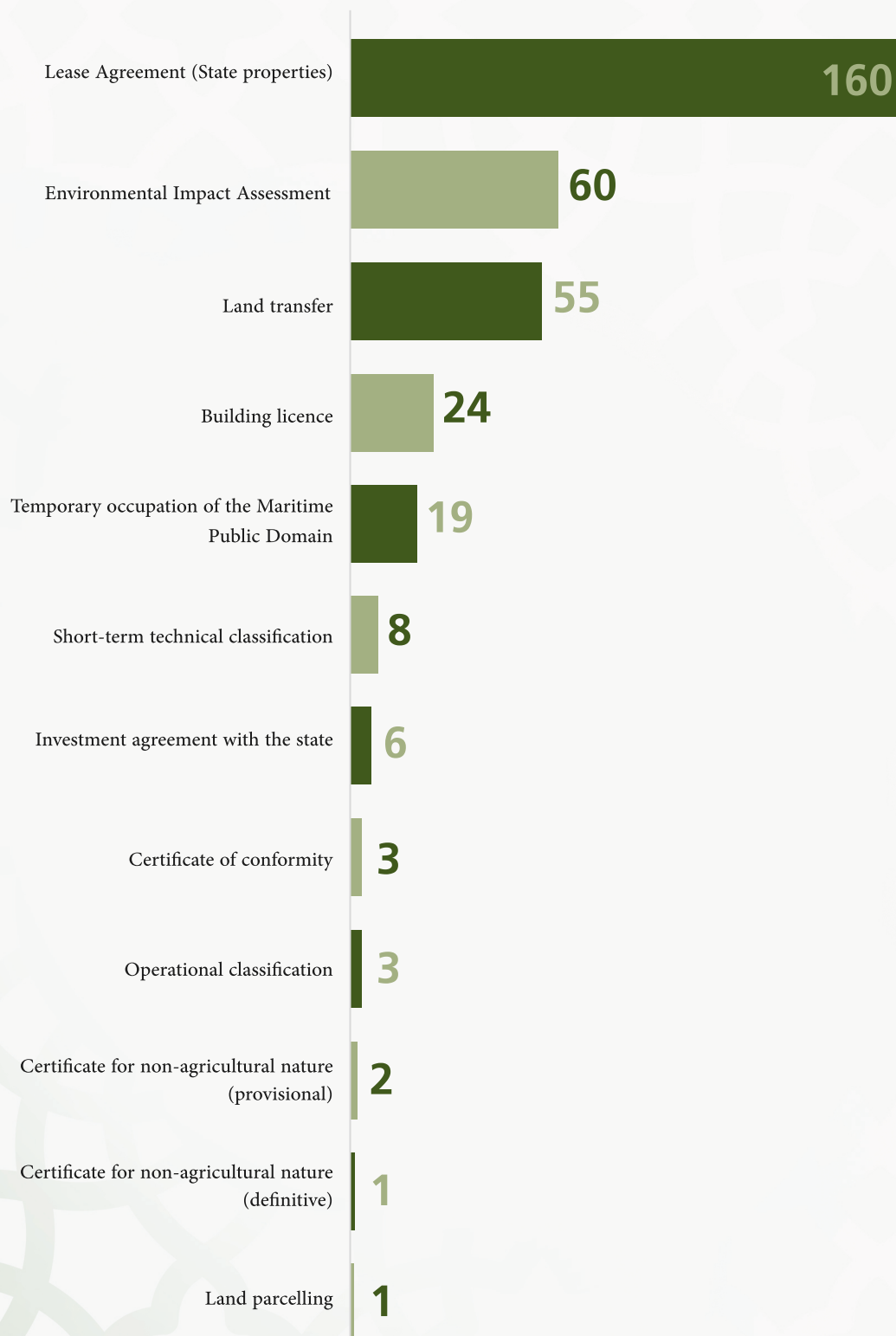
	APPROVED PROJECTS			UNAPPROVED PROJECTS		
	Number of projects	Investment Amount (MDH)	Number of direct jobs	Number of projects	Investment Amount (MDH)	Number of direct jobs
Tourism	43	906,1	1 583	8	49,1	151
Services	36	461,7	732	20	1 922,6	1 066
Industry	35	882,7	2 042	4	26	91
Quarry	29	351,9	709	0	0	0
Trade	17	74,8	220	2	3,6	16
Agriculture	11	517,3	2824	2	77,2	56
Livestock (sheep's, camels, cattle's, ostriches, poultries)	6	34,5	2039	2	14,1	13
Education	5	75,3	232	1	9,3	41
Energy	5	0	0	0	0	0
Housing	4	144,7	84	0	0	0
Entertainment and leisure	2	11,9	37	0	0	0
Health care	1	55,7	48	0	0	0
Aquaculture	1	3,9	11	0	0	0

BREAKDOWN OF APPROVED PROJECTS BY SECTOR



BREAKDOWN OF PROJECTS BY PROCEDURE FOR 2022

Breakdown of projects with URIC positive decision by type of procedure



URIC WORK FOLLOW UP



As part of the post-URIC actions, the center carried out 11 site visits to projects that had obtained construction permit. The total area of these projects covers more than 32 ha.

WORK OF THE VALUATION COMMISSION

During the year 2022, the project development commission has evaluated 11 projects, covering 11 sites for a total area that exceeds 92 ha.



During the year 2022, the valuation commission launched repossession procedure because of the non-compliance with contract terms regarding project development. The repossession procedure covers 7 sites for a total area that is equivalent to almost 9 ha.



FOLLOW-UPS AND MONITORING OF INVESTORS FILES PROGRESS

As part of the Regional Investment Center missions to assist investors for the documents, acts and authorizations needed to start their investment projects, phone calls, short messages and mails have been carried out to speed up pending procedures relating to two types of investment project :

- Projects requiring fulfillment of reserves expressed by the URIC and submission of letters of acceptance for the sale or the lease price ;
- Projects requiring to move forward to the next procedure.

Implementation assessment for integrated support program and business financing (PIAFE)

PIAFE REGIONAL COMMITTEE MEETINGS



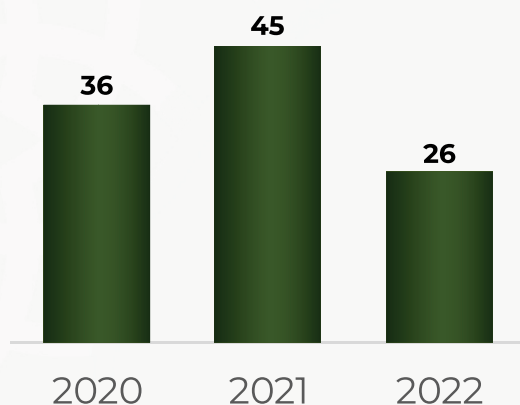
TOTAL MEETINGS HELD IN 2022

8 MEETINGS

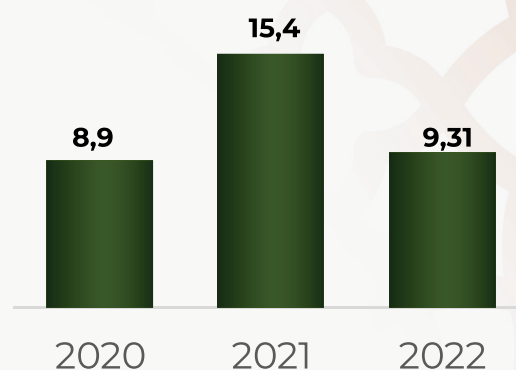
ADVICE AND SUPPORT



PROJECTS THAT BENEFITED FROM PIAFE FINANCING

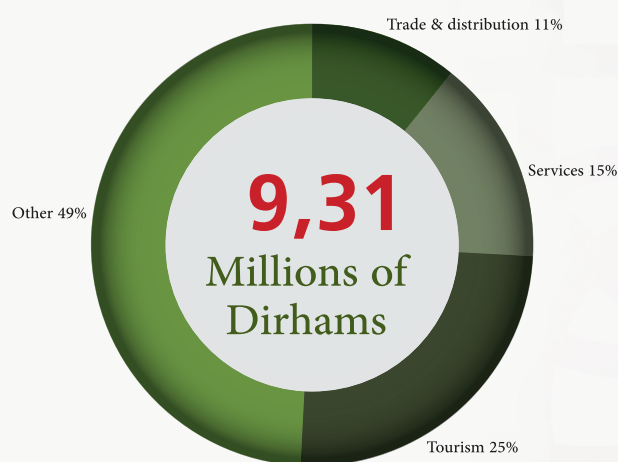
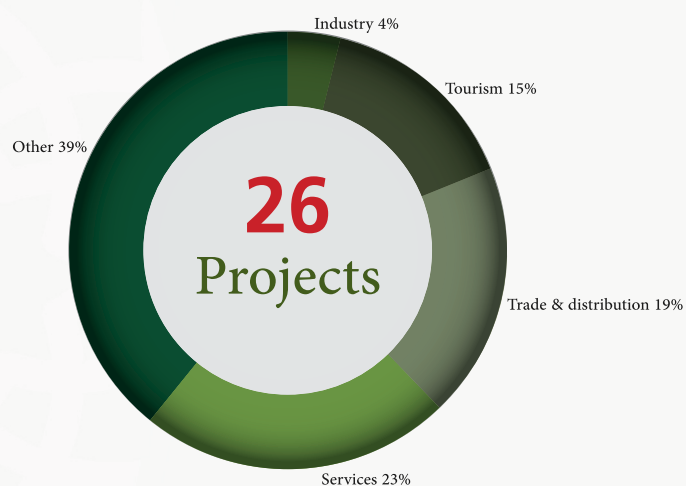


TOTAL AMOUNTS FINANCED BY THE PIAFE IN MDH



NB: The drop in requests for information or support relating to the PIAFE is due to the launch of the FORSA program and the reluctance of banks at regional level to grant loans and finance the submitted projects.

Breakdown of projects financed by sector



NB: Latest data determined by CCG at 31.10.2022 and communicated by 31.12.2022.

Breakdown by type of financing means

FINANCING PRODUCT	2022	2021
Investment and operating Loans "Intelaka"	25	9,21
Investment and operating Loans "Intelak Al-Moustatmir Al Qarawi" for projects and companies in rural areas	1	0,094
Free Start-Up Loan	N.C	-
TOTAL	26	9,31

Strengthening companies and entrepreneurs support

A survey has been carried out to and identify the problems faced by companies created through the Regional Investment Center between 2017 and 2021. The results as well as the needs expressed by the companies allowed us to organize multiple training sessions to support and help managers to avoid the problems raised during this survey. The Dakhla Oued Eddahab Regional Investment Center training programs for 2022 are as follows:

Digital Marketing training for 33 companies over 3 days

General objective : Boost sales by enhancing visibility on the Web.

Specific training objectives :

- Mastering the essential elements of an Inbound Marketing strategy
- Mastering sales via social networks (Facebook, LinkedIn, Twitter, YouTube, etc.)
- Use of social networks to increase customer portfolio and build loyalty
- Improve sales through e-commerce
- Initiation of networking techniques

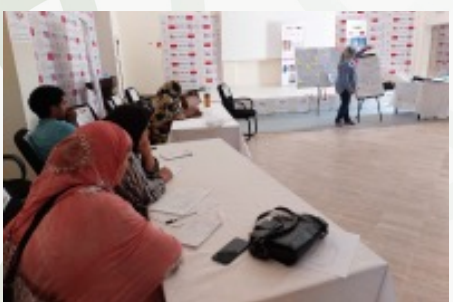


Three training sessions of 8 days each in financial and human resources management for 76 companies

General objective : Understand the financial mechanisms of your business and better equip entrepreneurs to adopt best HR practices.

Specific training objectives :

- Identify the keys to financial analysis
- Acquire the fundamental concepts needed to manage its day-to-day business
- Human relations and team coaching
- Human resources management policies and work organization



Strengthening the support system



Training in set up a business plan for 17 beneficiaries insured on 30/06/2022 in collaboration with ANAPEC

General objective : How to design, convince, communicate and manage your project.

Specific training objectives :

- Basics of business plan
- Uses of the business plan
- Basics to design a Relevant business plan
- Identify and master the levers of a successful business plan
- Decisions making based on business plans



Multiple Webinars organized on the basics of the partnership between the Center and the 'Banque Populaire'

- Vocational adaptation skills for the benefit of 20 companies, organized on 24 February 2022
- Governmental programs and groots to support project holders and VSEs for the benefit of 100 companies, organized on 31 May 2022
- Review of bank financing programs for project owners and VSEs for the benefit of 80 companies, organized on 30 June 2022
- Latest sales techniques for the benefit of 114 project owners and VSEs, organized on 13 October 2022



Platform

Dakhla-market.ma



General objective : Launch of « DAKHLA MARKET » platform

Specific training objectives :

- Market craft products from the Dakhla Oued Eddahab region
- Improve regional craft products visibility
- Increase sales volumes for local artisans and boost their income
- Create a customized E-boutique and set up initial training for craftspeople to create their own accounts and add their products to the platform



FORSA program and the Center Post-creation support

Co-organization of the Forsa Open Day on 17 November 2022 with the incubator PROXIMITY MANAGEMENT at the Center's conference room. The beneficiary of the FORSA program funding has assisted to the presentation of the center support services and the help provided to establish their businesses on a long-term basis



E-learning Training Program

A partnership named TAMAYOUZ was signed between the Regional Investment Center of Dakhla Oued Eddahab, “Banque Populaire”, the “Fondation Création d’Entreprises” and the ANAPEC “National Agency for Employment and Competencies”, the program offer a free online training course for prospects with project ideas, entrepreneurs, self-entrepreneurs and very small businesses (TPE), Small and Medium Enterprises (PME). The program is also designed to support students and anyone eager to develop their skills in entrepreneurship and business management.

The free, comprehensive e-learning trainings offers an end-to-end training path from the early stages of business creation (pre-creation) to business development and sustainability (post-creation).

Everyone who benefited from the training is subject to receive an official certificate of training (Granted that a minimal score of %70 of correct answers has been reached at the final test.).

Free entrepreneurial training covers the following areas:

- The entrepreneur’s career path
- The importance of Soft-Skills
- The Business Model
- The Business Plan
- Market research
- Setting up a work team
- Commercial Strategy
- Communication Strategy
- Mistakes to avoid in marketing and communication
- Digital Marketing
- Distribution channels
- Financing overview
- Moroccan government aid for entrepreneurs
- Corporate Steering

The PIAFE complementary support program

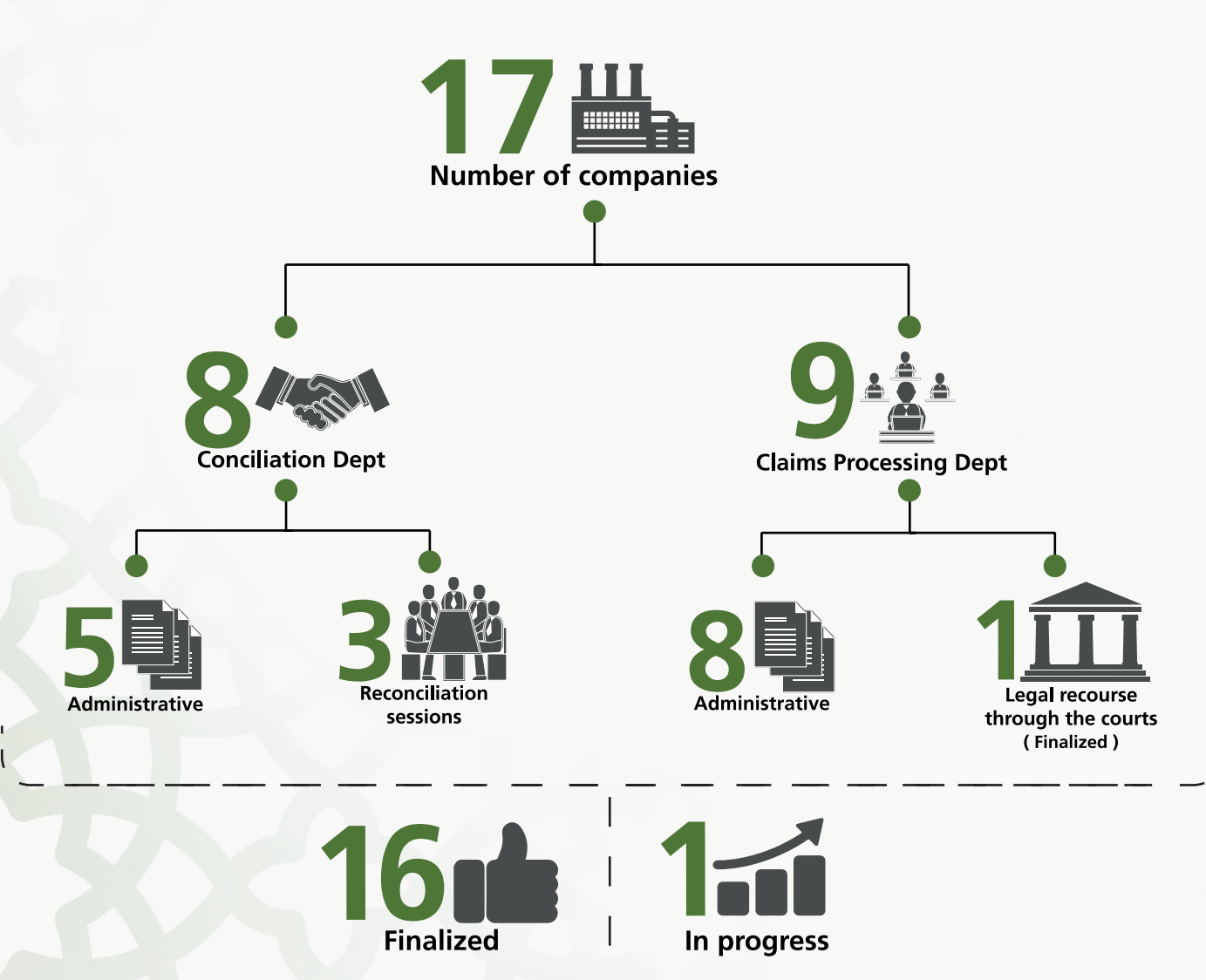
As stated in the article 6 of the partnership signed with SNGFE, the Dakhla Oued Eddahab Regional Investment Center has held three meetings, on the 15.09.2022, 24.10.2022 and 27.12.2022. Those meetings resulted in the submission to the regional coordination committee, the Special Conditions and reference documents related to PIAFE complimentary support program for assesment.

With the validation of the SPC Committee, the center has prepared a call for tenders to start the complementary support program for the benefit of 400 project leaders. This call for tenders was launched at the beginning of 2023.

Conciliation missions

As part of our efforts to optimize arbitrage, conciliating and settling out-of-court disputes between investors and government departments, the Center has created an account on the Chikaya.ma platform and reviewed the legal compliance of all the documents produced by the Center.

During the year 2022, the center have received 17 different claims that has been processed. 16 over the 17 claims has been sorted positively and only one is still in progress.

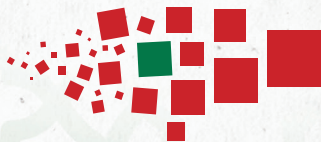






REGIONAL INVESTMENT CENTER
DAKHLA OUED EDDAHAB REGION

ECONOMIC IMPULSE & TERRITORIAL OFFER



المركز الجهوي للاستثمار لجهة الداخلة وادي الذهب
•CC•C •CIC•C I 800•08 I +CIC•E+ AA•XI• U•A AA•O•9
Regional Investment Center - Dakhla Oued Eddahab

رئيس الحكومة
+•C•C•X•X•+ I +I•C•E•+
HEAD OF GOVERNMENT



المملكة المغربية
+•X•X•A•X•+ I MC•Y•O•X•
KINGDOM OF MOROCCO

وزارة الاستثمار والتعاونية وتقييم السياسات العمومية
+•C•C•C•C•+ I 800•08 I AA•XI• U•A AA•O•9
MINISTRY OF INVESTMENT, CONVERGENCE AND EVALUATION OF PUBLIC POLICIES



III- ECONOMIC IMPULSE & TERRITORIAL OFFER

Regional economic intelligence

The Regional Investment Centre has started setting up a business intelligence system to collect and merge regional macroeconomic data to be shared with the relevant strategic and territorial intelligence actors. To achieve this objective, the DIGIMIND strategic intelligence platform has been selected as the service provider. Several meetings and training sessions were conducted to ensure the technical configuration of the solution, the production of expected deliverables for each project, and the generation of monitoring dashboards.

The deliverables produced by the business intelligence department via this platform are as follows:

- Database of investment promotion events at the national and international level for the years 2022-2023 and 2024.
- Database of regional business experts.
- Intelligence notes on various topics such as Maroc PME Offers, Building permits.
- International benchmark on processing procedures, Finance Act Project 2023.
- Database of socio-economic indicators.
- Database of sectorial indicators including Tourism, Agriculture, Fisheries and Aquaculture, and Logistics.
- Creation of databases of investment opportunities.

Creation of databases of investment opportunities

The Regional Investment Center has developed a database of investment opportunities for student entrepreneurs. Additionally, a tender has been launched in late 2022 to conduct a study on entrepreneurial opportunities in the Dakhla Oued Eddahab Region for VSEs and SMEs. The objective of the study is to provide a database of different projects (small-scale activities and trades adapted to SMEs, VSEs, self-entrepreneurs, and cooperatives) to meet the long-term expectations of local economic operators and the needs of the region's populations. This projects database will help ensure the region autonomy in terms of skills, services, and other necessary projects for the development of the regional economy.

The consultancy firm is expected to deliver the databases by 2023.

Helping to improve the business climate

The Regional Investment Centre of Dakhla Oued Eddahab has established an action plan for the design of the regional economic observatory, which will involve the following actions in 2022:

- Preparation of terms of reference to select the consultancy firm that will provide technical and IS support for setting up the regional economic observatory.
- Organization of a meeting with local partners in the regional ecosystem under the theme «The regional economic observatory of Dakhla Oued-Eddahab» scheduled for June 2022.

Contribution to regional strategic planning and the operationalization of development strategies

Here are the various meetings, workshops, and round tables that the Regional Investment Centre has participated in as part of its contribution to regional strategic planning and the operationalization of development strategies:

DATE	MEETINGS / WORKSHOPS / ROUND TABLE
January	Meeting to develop the new Dakhla Oued Eddahab Technopark and drafting of the partnership project.
February 7 th	Participation in a session presenting the broad outlines of the Regional Agricultural Plan, focusing on projects that encourage the emergence of an agricultural middle class and support young investors.
March 14 th and 15 th	Participation in the first edition of the International Multidisciplinary Dialogue symposium on the theme of Management in Africa's future towards a resilient development model and solidarity.
April 08 th	Meeting to explore possible partnerships between the Regional Council and the Regional Investment Centre, particularly in the areas of the Regional Economic Observatory, support for entrepreneurship, and territorial marketing/branding.
April 20 th	Participation in a workshop to review the human capital roadmap organized by ANAPEC in partnership with regional stakeholders.

DATE	MEETINGS / WORKSHOPS / ROUND TABLE
April	Participation in collaborative workshops organized by the DGCT, focusing on topics such as digitalization and digital development, ecosystem support for entrepreneurship, monitoring and control systems with territorial intelligence, international cooperation and citizen participation, skills development, and operationalization of specific and shared regional skills.
May 09th	Presentation of the aquaculture roadmap and its progress to the Dakhla Oued Eddahab regional council.
May 17th	Active participation in the 8 th stage of the Regional Conference dedicated to the Acceleration Plan for the ecosystem transformation in Higher Education, Scientific Research, and Innovation.
June 22nd	Participation in a meeting related to regional economic observatory planning.
June 23rd	Participation in a round table discussion on «Economic Intelligence Observatory for the Dakhla Oued Eddahab region» with local stakeholders.
23rd and 24th June	Organization of a meeting with the regional association of architects, design offices, and surveyors to define the technical studies and architectural designs needed for investment projects.
From 29th June to 1st of July	Active participation in the Territorial Diagnosis workshops organized by the Regional Council as part of the development of the Regional Development Plan for the period 2022-2027. The workshops focused on topics such as land, regional attractiveness and investment, natural resources, environment and sustainable development, territorial governance, development ecosystem and resilience, human capital and social services, economic sectors and employment, and the HASSANI culture as a lever for human development in the region.
July 20th	Meeting to discuss and propose the use of Public Private Partnerships for certain projects in the region.
August 18th	Meeting with regional tourism stakeholders to address major issues and challenges faced by the tourism sector.
October 18th	Brainstorming meeting based on the «Territories and Attractivity» study launched by the Ministry of National Territory Planning, Urban Planning, Housing, and Town Policy.
October 27th	Participation in a workshop on technical assistance and support for young agricultural project leaders as part of the regional implementation of the Green-Strategy Generation 2020-2030.

DATE	MEETINGS / WORKSHOPS / ROUND TABLE
November 02nd	Meeting to discuss and submit investment recommendations for the development of the Dakhla Oued Eddahab Regional Development Plan.
November 25th	Presentation of the «Integrated Development Plan of the Aousserd Province» and submission of proposals and recommendations for the plan.
December 29th	Submission of proposals and recommendations for the Integrated Development Plan of the Aousserd Province.

Economic potential of octopus industry in the region:

- The Centre initiated a consultation to understand the value chain of the octopus industry, identify key actors, and address constraints hindering its development.
- The expected results of this survey include:
 - Economic dimension of the octopus industry in the region.
 - Mapping of players involved in the octopus industry upstream and downstream.
 - Mapping of octopus processing characteristics.
 - Identifying constraints hindering the development of the octopus niche industry.
 - Listing investment opportunities offered by the octopus niche.

Feasibility study for economic activities area at El Argoub:

- The Centre has conducted a feasibility study for the development of an area for economic activities covering approximately 20 hectares at El Argoub.
- The objective is to boost the local economy, develop land properties, create job opportunities, and enhance the city's attractiveness.
- The area will accommodate companies involved in commercial activities, industrial activities, craft activities, logistics activities, and waste recycling of fish and seafood products.

Development of industrial estates:



- Two logistics zones are being developed in Dakhla as part of the National Strategy for the Development of Logistics Competitiveness:
 - A partnership agreement has been reached between the Regional Investment Centre, the Moroccan Agency for Logistic Development, and the Regional Council to mobilize 55 hectares in two logistics parks.
- Support has been provided for the establishment of logistics zones in the Aousserd Province:
 - Bir Gandouz logistics zone: A 30-hectare area designed for logistics, industry, commerce, and services.
 - Guerguarate logistics zone: A 30-hectare area with two business platforms dedicated to logistics and retail.

Enacting of the aquaculture development plan «Boutelha area»:

- The Regional Investment Centre has actively contributed to the development, monitoring, and implementation of the «Boutelha» area's aquaculture development plan.
- This plan is part of the region's efforts to promote the development and growth of the aquaculture sector.

Agricultural products processing zone project at El Argoub:

- The Centre has been working with the Regional Council and the El Argoub local council to design an agricultural processing and packaging station in El Argoub.
- This project is part of the support for a major seawater desalination project that aims to irrigate approximately 5,200 hectares in the region.
- The agricultural processing and packaging station will cover around 7 hectares and provide an integrated platform to meet the processing needs of farmers in the Dakhla Oued Eddahab region and beyond.

Other initiatives to boost the region's economy and support investment:

- Partnership agreement for regional industries decarbonization.
- The Centre and the Moroccan Agency for Energy Efficiency (AMEE) have signed a partnership agreement.
- The objective is to decarbonize industrial units in the region, implement energy-saving measures, and raise awareness of green economy and energy efficiency.
- The partnership aims to support investment projects in the green economy and accelerate the transition to a low-carbon industry in the region.
- Partnership agreement with the Dakhla Oued Eddahab Chamber of Commerce, Industry, and Services (CCIS).
- The Centre and the CCIS have signed a partnership agreement to enhance the region's attractiveness and promote entrepreneurship and investment.
- The agreement includes the exchange of information, co-organization of business events, and collaboration on actions undertaken by both parties.

Partnership agreement with Ibn Zohr University:

- The Dakhla Oued Eddahab Regional Investment Centre has signed a framework partnership agreement with Ibn Zohr University.
- The agreement aims to carry out joint actions and projects to fulfill their respective missions.
- The partnership includes activities such as conducting and utilizing study results, supporting entrepreneurship, promoting investment, and exchanging data.

These engagements highlight the Regional Investment Centre's commitment to regional development and its active involvement in various initiatives and projects in shaping regional development policies, spatial planning, and sustainable economic growth.

Communication and Territorial Marketing

To promote investment opportunities and regional attractiveness, the Regional Investment Center of Dakhla Oued Eddahab organized and took part in the following events during the year 2022:

**03rd to 06th
February**

**Dakhla-El
Guerguarat
Historic
Rally**

This 2nd edition, sponsored by the Center, brought together passion for cars, national pride and patriotic values. Around fifty exceptional classic vehicles made a tour over the city of Dakhla to meet its inhabitants.



**March
1st**

Metz delegation

The objectives of the meeting were to monitor:

- The business climate in the region, as well as the progress assessment of infrastructure projects and the property market,
- Calls of interest for projects identified by the center and that could be of interest to companies in Metz and the Grand Est,
- Trainings and Cooperation projects in higher education.



**March
08th**

**Tribute to
active women
in the regional
ecosystem**

On the International Women's Rights Day, the center was pleased to pay tribute to the ladies' working in the center and to the active operators in civil society in the region.



**March 08th
& 09th**

Morocco-USA Investment Forum Dakhla



Entitled «Investing for Tomorrow», this forum was a key event that provided an opportunity for American investors interested by the region. Various investment opportunities and several high value-added business sectors were presented during the two days.



**March
12th**

Investment Promotion Day for Dakhla



Presentation of the region's economic assets and investment potentialities, highlighting the possibilities for decentralized cooperation between the French region of Ivry sur Seine and the Dakhla - Oued Eddahab region.

**April
08th**

Webinar on the impact of rising fuel prices

In partnership with the CRI of Souss Massa and CloudFret, with the active participation of stakeholders from the two regions, the Center organized a webinar on the impact of rising fuel prices on road freight transport. The goal was to present the various transport optimization solutions, including those offered by CloudFret.

**May
24th**

Economy serving Moroccan diplomacy

Presentation to the Moroccan Academy of Diplomatic Studies students, the region economic assets, the business climate and the regional investment opportunities.

**May
30th**

Morocco Diplomatic TALKS

Participation of the General Manager at the MD Talks conference, under the theme «Digitalization: Strategic Lever for the New Development Model».



**May
31st**

Day of reflection on the future of Region with IRES

A reflection day was organized by the Royal Institute for Strategic Studies (IRES), on the economic dynamics and the potential attractiveness of the region for national and foreign investment. A focus was made on its role to play in the South-South cooperation, particularly at the Central and West African level. The meeting was attended by several senior national and African officials, local players and academic experts.



**From 09th
to 13th June**

Investment Meeting USA- Morocco in New York

Following the 1st American Investment Forum, and in response to the interest shown by American investors in the region, the Center, in partnership with the Regional Council, took part in the second edition, which was held in New York.



**From 14th to
16th
June**

**Logistics trade
fair
«LOGISMED»**

The Center took part in the 10th edition of the International Logistics and Transport Exhibition, held at the Hyatt Regency Casablanca, in partnership with the Kingdom's Regional Investment Centers gathered at the Investment Village. The exhibition was an opportunity to promote the potential of logistics in Dakhla Oued Eddahab.

**June
15th**

**Platform launch
ceremony
Dakhla-Market**

As part of its efforts to promote the economic opportunities offered by regional crafts, the Center, in partnership with JE AUSTIN and MEPI, has launched the Dakhla-Market e-commerce platform, designed to market the region's craft products.



**21 and 22
June**

**Business forum
Morocco - Spain
«MARES»**

Co-organization of the Morocco-Spain Business Forum, presenting Spanish investors the business climate and the various investment opportunities in the Region. More than 150 investors from various sectors attended the event.



**July
07th**

**Webinar :
Port of Dakhla
Atlantic:
A lever for
regional
integration**

Organized by the African Chamber of Commerce and Industry, with the Regional Department of Ports the event provided an opportunity to debate the potential and impact of the Port of Dakhla Atlantic project. The event was attended by the Ministry of Transport and Road Safety of Chad, the Ministry of Maritime Economy, Fisheries and Coastal Protection of Togo and the Swiss Chamber of Commerce.

**August
10th**

**Open Day
Moroccans
of the World**

The Center organized an open day to encourage Moroccan living abroad invest in the region with the support of Regional Departments of Agriculture, Customs, and the Urban Agency. Over 40 Moroccan expatriates attended the event.



**From
13th to
20th August**

**Dakhla Downwind
Challenge**

The Center sponsored the 7th Dakhla Downwind sports competition. Organized to celebrate the 43rd anniversary of the Oued Eddahab recovering, this kite surfing competition, which took place across 500 km of coastline from Dakhla to Lagouira, promoted the region's natural and tourism potential to an international community of professional riders from France, Spain, Italy, the Czech Republic, the United States of America and Israel.



**September
09th**

**Bocuse D'Or
Africa**

The Center sponsored the Bocuse d'Or international pastry competition for Africa organized in Dakhla. This event that was dedicated to the art of pastry-making brought together the best pastry chefs from more than 8 African countries that competed to win a place for the competition finals that will be held in France, the country of origin of the Label.



**13th to 15th
September**

Trilateral Global Summit

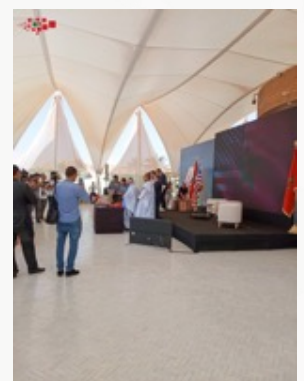
The General Manager represented the Kingdom at the 3rd Trilateral Global Summit, held in London, as a panelist for the International Peace and Economic Development Association.



**September
13th**

Twinning Dakhla - Great Neck

Following the Morocco-USA investment forum held in New York, the center took part in the signing ceremony of a twinning agreement between the municipality of Dakhla and the municipality of Great-Neck, State of New York, with the objective of strengthening bilateral cooperation in the economic, cultural and tourism fields.



**September
19th**

International Investors Forum

Presentation of investment potentialities in the region, focusing on main projects and the principle of economic inclusion, as a solid basis for economic development. Participation in the event's sectorial panels provided answers to the investor's questions.



**October
14th**

**“Les
Régionales de
l'Investissement”
by BP»**

Participation of the General Manager in the Institutional Panel at the Hybrid investment Roadshow in Dakhla

**October
21st**

**Africa Executive
Meeting in
Abidjan**

Presentation of the Region's Business Climate and investment opportunities at the workshops of the Dakhla-Ivory coast Roadshow in Abidjan



**November
04th**

**«Morocco's
Southern
Provinces: A
Growing Hub for
International
Investments»**

This conference, organized by the Embassy of the Kingdom of Morocco in the United Kingdom, in partnership with the AMDIE and our Center, was an opportunity to promote investment in Dakhla Oued Eddahab to British investors & companies from different sectors.



**From 04th to
06th
November**

**6th International
VSE Forum**

The Regional Investment Center took part in this event, which was dedicated to promoting SMEs in the Dakhla Oued Eddahab region.

November 15th	Hybrid meeting of the International Commission CPME	At this meeting, the center presented the investment opportunities in the region to members of the French Confederation of VSE.
November 30th	Partnership agreement signed with Meet-France- Morocco	The Regional Investment Center has signed a partnership agreement with MFM to help and assist Moroccans living abroad invest in the Dakhla Oued Eddahab region.
December 08th	Promotion and development of tourism investments - Voyages Presse	The Regional Investment Center sponsored this visit, which was dedicated to promoting tourism investment in Dakhla for a group of press and media representatives.
December 12th	DakhlaConnect. com Platform handover ceremony	During the ceremony, the Regional Investment Center signed the Platform handover agreement with JE Austin in the presence of MEPI representatives.

Visits and reception of international diplomatic delegations

Throughout 2022, the Regional Investment Center of Dakhla Oued Eddahab welcomed several international diplomatic delegations, for whom it organized meetings and exchange sessions on the business climate and the introduction of business opportunities, as detailed below :

DATE	FOREIGN DELEGATIONS RECEIVED
February	<p>Meeting with the representative of the Sierra Leone Minister of Finance</p> <p>Visit of a delegation of Surinamese investors, chaired by the Ambassador of Suriname in Morocco</p> <p>Delegation of Tanzanian diplomats and researchers from University of Dar Essalam, Tanzania</p> <p>Delegation of Sierra Leoneans, chaired by the Consul General of Sierra Leone in Dakhla</p>
March	<p>Delegation of Portuguese businessmen, represented by the Chairman of the Portuguese Chamber of Commerce and Industry</p> <p>Interview with a Brazilian journalist</p> <p>Delegation of Spanish businessmen (Greentech sector and Green Energy)</p> <p>Peruvian parliamentary delegation, represented by the President of the Foreign Affairs Committee of the Peruvian Congress and accompanied by His Excellency the Ambassador of Morocco in Peru</p> <p>Visit of a delegation of diplomats from the Dominican Republic</p> <p>Visit of a delegation of diplomats from Nigeria</p> <p>Visit from a Brazilian delegation of businessmen led by the Federal Deputy and Political Adviser to the President of the Federal Republic of Brazil.</p>
June	<p>Visit of a delegation of Honorary Chilean Consuls</p> <p>Visit of members of the National Association of Ecuador</p> <p>Visit of a diplomatic delegation from Cape Verde</p> <p>Visit of members of the National Council of Private Companies (CONEP)</p> <p>Visit of university researchers from the Czech Republic, representing the University of Prague, the University of Bohemia Plzen.</p>

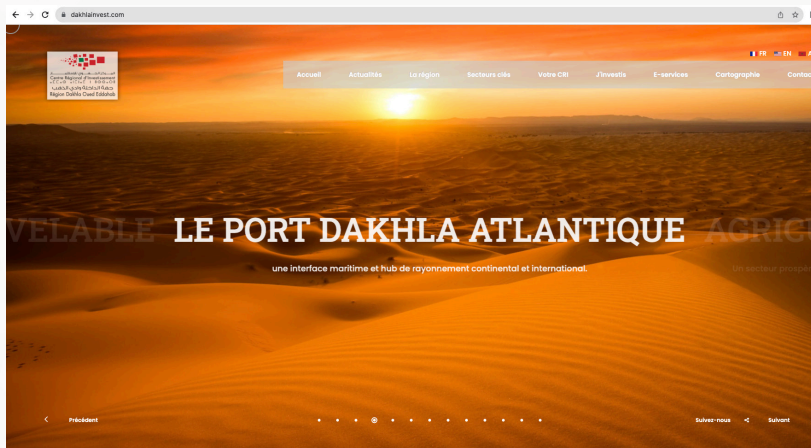
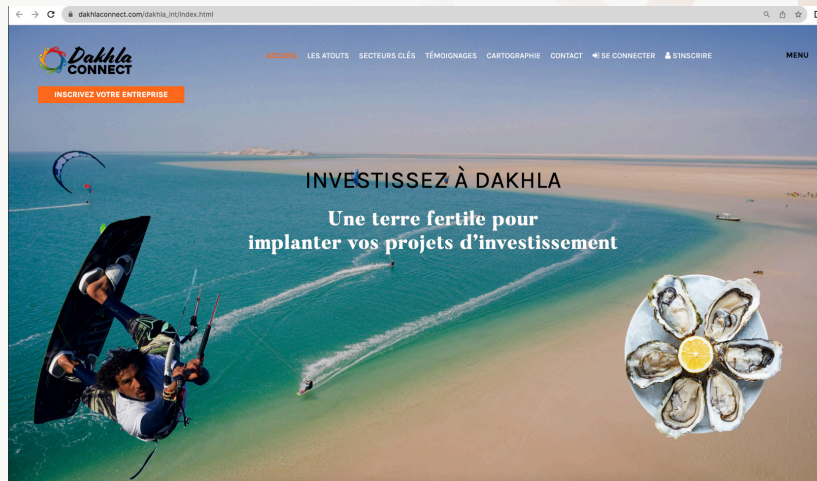
DATE	FOREIGN DELEGATIONS RECEIVED
June	<p>Visit of a Chilean delegation of women parliamentarians, represented by the Vice-President of the Chilean Chamber of Deputies.</p> <p>Visit of representatives of the Moroccan-Mexican alliance</p>
July	<p>Meeting with the representative of the Togolese Embassy in the realm of opening the new Consulate General of Togo in Dakhla</p>
September	<p>Visit from a delegation of Spanish investors, following on from MARES</p> <p>Visit by a delegation of American investors chaired by the Mayor of Great Neck</p> <p>Visit by a delegation of diplomats and academics from Latin American countries</p> <p>Visit of a delegation of participants in the Diplomatic Training Cycle from several East African countries</p> <p>Visit of representatives from Foundation PEDESERRA</p> <p>Visit by a delegation of Belgian investors, chaired by the Moroccan Consul in Flanders</p>
October	<p>Visit of the Ambassador of the Republic of Guatemala and the Deputy Minister of Foreign Affairs of Guatemala</p> <p>Visit from representatives of "Hommes d'Afrique" magazine</p>
November	<p>Visit of the Ambassador of Djibouti to the Kingdom of Morocco</p> <p>Visit of a delegation from the Pacific Island States</p> <p>Visit of the General Consul of Cape Verde in Dakhla</p>
December	<p>Visit of deputies from the Venezuelan National Assembly</p> <p>Visit by a Cape Verdean delegation specialized in agriculture as part of the implementation of the cooperation roadmap signed between the Kingdom of Morocco and Cape Verde</p>

Websites and social medias



+ 7 000
Visits

+ 21 000
PAGES VIEWS in 2022



+ 2600
Visits

+ 12 000
PAGES VIEWS in 2022

facebook **+ 11 446** reach
(+214,8%)

+ 50
Posts

+3 000
visits

119
New likes

LinkedIn **7,929** followers

+ 50
Posts

+3 000
visits

+1942
New follower

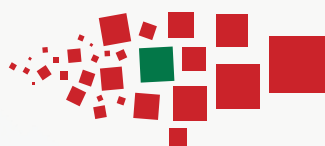






REGIONAL INVESTMENT CENTER DAKHLA OUED EDDAHAB REGION

2023-2025 ACTION PLAN



المركز الجهوي للاستثمار لجهة الداخلة وادي الذهب
•ⵏⵏⵓⵔ ⵏ ⵏⵓⵔ ⵏ ⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ
Regional Investment Center - Dakhla Oued Eddahab

رئيس الحكومة
ⵏⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ
HEAD OF GOVERNMENT



المملكة المغربية
ⵏⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ
KINGDOM OF MOROCCO

وزارة الاستثمار والتعاونية وتقييم السياسات العمومية
ⵏⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ ⵏ ⵏⵓⵔⵓⵔⵓⵔⵓⵔ
MINISTRY OF INVESTMENT, CONVERGENCE AND EVALUATION OF PUBLIC POLICIES



IV- ACTION PLAN 2023 – 2025

Digitalization

- Electronic document management (EDM) of administrative data;
- Dashboard for the center's projects;
- Intranet for electronic management of in-house procedures;
- Monitoring the IS aspect of the Regional Economic Observatory implementation.

Conciliation

- Initiating an in-house legal guide for each of the center's departments.

INVESTOR'S HUB

SIMPLIFICATION AND URIC WORK MONITORING

- Development of a simplified guide to obtaining authorizations;
- Development of a dashboard to monitor the process and issuing authorizations and administrative acts;
- Development of a dashboard to track URIC 's work;
- Development of a reference document to improve the quality of preparation and monitoring the URIC ;
- Development of a guide detailing project assessment procedures, the completion and signature of agreements;

ACCOMPAGNEMENT

Strengthening the support system of the Integrated Business Support and Financing Program (PIAFE) in the Dakhla Oued Eddahab region :

- Training, coaching and mentoring;
- Assistance in developing financing applications, advice and follow-up;
- Networking and support for sustainability.

CRI ACADEMY

- Promoting the entrepreneurial mindset;
- Ensuring an individually tailored support and group support providing access to a community of business experts;
- Offer entrepreneurs an access to fields of expertise: legal, communication, strategy, territorial implementation, coaching;
- Identification of projects with higher social impact.

ECONOMIC IMPULSION AND TERRITORIAL OFFER

BUSINESS AND TERRITORIAL INTELLIGENCE

- Follow-up of the technical assistance and the implementation study of a Regional Economic Observatory;
- Initiation of a Regional Business Climate Monitoring Committee;
- Development of a strategic intelligence system within the center;
- Preparation of Watch Notes and Reports.

PRODUCTION OF STRATEGIC DATA

- Dashboard for monitoring the business climate in the Region;
- Development of sectorial database:
 - Regional socio-economic indicators database;
 - Sectorial investment opportunities database;
 - Cooperatives, and Regional Trade Associations database;
 - International lenders database;
 - National and international Business Events database;
 - Focus points - Partners and counterparts database;
 - Business Experts and regional human capital database;
 - Media and PR database;
- Follow-up of strategic studies initiated by the Center at the end of the 2022 financial year.
- Development of strategic studies Call for Tenders and Call for Interest:
 - Study on the economic value of camel industries in the region;
 - Call for Interest to develop an economic and industrial areas.
- Monitoring the Regional Development Program and related projects;
- Contribution to the implementation of national sectorial strategies at regional level:
 - Agriculture : Operationalizing the second fundamental of the «Generation Green 2030- 2020» strategy: Sustainability of agricultural development;
 - Logistics : AMDL Partnership operationalization for the development of logistics zones (Dakhla logistics zone and West Africa logistics zone);
 - Renewable energies : Development of a regional roadmap for green hydrogen
- Organization of workshops on (i) investment attractiveness factors and (ii) the challenges of attracting human resources to the Region.

OFFER AND ATTRACTIVENESS

- Development with stakeholders of a marketing strategy for the attractiveness of Dakhla Oued Eddahab;
- Ensure cross-sectoral for the promotion and development of Dakhla Oued Eddahab;
- Development of a project database offering matching potential investors to suitable projects,

PROMOTION

- Development of 4 sectorial promoting campaigns;
- Organization of 4 investment promoting events under the concept «Made In Morocco by Dakhla» to support the efforts made to promote the region to economic operators and diplomats, the «Made in Morocco, By Dakhla» concept will be about organizing 4 sector-based events to promote Moroccan products/services.
- Implementation of a CRM system to manage investor leads

CORPORATE COMMUNICATION

- Development of a Corporate Communication Plan;
- Production of communication tools (Videos, Print and Digital):
 - Corporate brochures;
 - Investor/ Startup/ Entrepreneur Guides;
 - Catalogues of business opportunities;
 - Monography of the Region and the center's service offer;
- Launching of digital communication campaigns on various social networks; - Running webinars and workshops with regional stakeholders on the territorial offering;
- Management of press relations including regional, national and international media.



المملكة المغربية
ⵜⴰⴳⴷⴰⵢⵜ ⵏ ⵍⵎⵖⵔⵓⴽ
KINGDOM OF MOROCCO

وزارة الاستثمار والتقائية وتقييم السياسات العمومية
 MINISTRY OF INVESTMENT, CONVERGENCE AND EVALUATION OF PUBLIC POLICIES