U.S. Department of Justice Washington, DC 20530

Exhibit A

OMB NO. 1105-0003

To Registration Statement

Pursuant to the Foreign Agents Registration Act of 1938, as amended

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the Administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

Furnish this exhibit for EACH foreign principal listed in an initial statement

and for EACH additional f	foreign principal acquired subsequently.	
Name and address of registrant	`	2. Registration No.
The Moroccan-American Center for Policy, Inc. 1401 H St, NW Suite 560 Washington, DC 20005		5648
3. Name of foreign principal	4. Principal address of foreign principal	
Government of Morocco	Rabat, Morocco	2004 PST - 1 PM 1: 51
5. Indicate whether your foreign principal is one of the following:	-	3 3
Foreign government		<u> </u>
☐ Foreign political party		3 3
Foreign or domestic organization: If either, check one	e of the following:	® ∵ 5
☐ Partnership ☐	Committee	
☐ Corporation ☐	Voluntary group	
☐ Association ☐	Other (specify):	
Individual-State nationality		And the second s
6. If the foreign principal is a foreign government, state:		
 a) Branch or agency represented by the registrant. Ministry of Foreign Affairs 		
b) Name and title of official with whom registrant deals. Taieb Fassi Fihri, Deputy Minister of Foreign Affairs		
7. If the foreign principal is a foreign political party, state:		
a) Principal address.		
b) Name and title of official with whom registrant deals.		
c) Principal aim.		

If the foreign principal is not a foreign government or a foreign political party,		
a) State the nature of the business or activity of this foreign principal		
b) Is this foreign principal		
Supervised by a foreign government, foreign political party, or other foreign principal	Yes 🗌	No 🗌
Owned by a foreign government, foreign political party, or other foreign principal	Yes 🗌	No 🗌
Directed by a foreign government, foreign political party, or other foreign principal	Yes 🗌	No 🗌
Controlled by a foreign government, foreign political party, or other foreign principal	Yes 🗌	No 🗌
Financed by a foreign government, foreign political party, or other foreign principal	Yes 🗌	No 🗌
Subsidized in part by a foreign government, foreign political party, or other foreign principal	Yes 🗌	No 🗆
If the foreign principal is an organization and is not owned or controlled by a foreign government, for principal, state who owns and controls it.	reign political par	ty or other fo
 If the foreign principal is an organization and is not owned or controlled by a foreign government, for principal, state who owns and controls it. 	reign political par	ty or other fo
 If the foreign principal is an organization and is not owned or controlled by a foreign government, for principal, state who owns and controls it. 	reign political par	ty or other fo
principal, state who owns and controls it.	reign political par	ty or other fo
O. If the foreign principal is an organization and is not owned or controlled by a foreign government, for principal, state who owns and controls it. Pate of Exhibit A Name and Title Signature Reptember 29, 2004 Robert M. Holley, Director	reign political par	ty or other fo

U.S. Department of Justice Washington, DC 20530

Exhibit B To Registration Statement Pursuant to the Foreign Agents Registration Act of 1938, as amended

OMB NO. 1105-0007

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. One original and two legible photocopies of this form shall be filed for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, DC. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the Administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant	2. Registration No.
Moroccan-American Center for Policy, Inc.	104
3. Name of Foreign Principal	
Government of Morocco	
Government of Morocco	
Check	Appropriate Boxes:
\$11440	
4. The agreement between the registrant and the above-names a copy of the contract to this exhibit.	d foreign principal is a formal written contract. If this box is checked, attac
5. There is no formal written contract between the registrant a principal has resulted from an exchange of correspondence. If this copy of any initial proposal which has been adopted by reference i	and the foreign principal. The agreement with the above-named foreign s box is checked, attach a copy of all pertinent correspondence, including a n such correspondence.
6. The agreement or understanding between the registrant and exchange of correspondence between the parties. If this box is ch oral agreement or understanding, its duration, the fees and expense	the foreign principal is the result of neither a formal written contract nor a ecked, give a complete description below of the terms and conditions of the s, if any, to be received.
The terms of any agreement or understanding are to be determine date.	d by the registrant and the foreign principal becasue none were determined
7. Describe fully the nature and method of performance of the abo	ve indicated agreement or understanding.
The nature and the method of performance are to be determined b date.	y the registrant and the foreign principal becasue none were determined to

8. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal. The Registrants, through its individuals who are also registering, propose to engage in the following activities: -- organizing roundtables and seminars for U.S. audiences, including but not limited to media, think-tanks, academics and officials, to expand their knowledge of Morocco and its relationship with the U.S. -- coordinating visits of prominent Moroccans to the U.S. and prominent Americans to Morocco to strengthen better understanding between our nations and peoples. -- maintaining a website that is informational in nature and designed to inform those who visit it about events in Morocco. An electronic newsletter will also be mailed periodically to persons who may have an interest in Moroccan-American relations. -- speaking directly with American audiences to expand their understanding of Morocco. 9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(0) of the Act and in the footnote below? Yes 🔀 No \square If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The Registrants, through Edward M. Gabriel, intends to present ideas that could influence policy choices in the Executive and Legislative branches of the U.S. government in ways that favor stronger and more productive US-Moroccan relations. Date of Exhibit B Name and Title

Footnote: Political activity as defined in Section 1(o) of the Act means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

09/30/04

Robert M. Holley, Director

Signatur



1401 H Street NW, Suite 560 Washington DC 20005

THE MOROCCAN AMERICAN CENTER FOR POLICY

2004-2006 Strategic Plan

September 2004

Table of Contents:

- Strategic Action Plan
- Activities and Objectives 2004-2006
- Scheduling 2004-2006
- Projected Budget 2004-2006

STRATEGIC ACTION PLAN

MOROCCAN AMERICAN CENTER FOR POLICY STRATEGIC ACTION PLAN

OVERVIEW

Opportunities for the Moroccan-American relationship to reach a higher level of appreciation in both countries have grown in the past two years. The signing of the FTA is only the most recent indication that leaders in both countries want to build closer ties in many fields: economic, financial, political, diplomatic, educational, and cultural.

The Moroccan American Center for Policy (MACP) was established in 2004 to focus on building broader public awareness of the vital importance of good relations between Morocco and the United States. MACP provides a platform by which these interests can be discussed and promoted, especially among US decision and policy makers, think tanks, the media, and important civic constituencies.

In addition to maintaining and expanding beneficial Moroccan-American cooperation on the many mutual interests generally shared by the countries, MACP will also focus on four distinct themes:

- How the government and society of Morocco, under the leadership of His Majesty King Mohamad VI, are making major strides in introducing progressive policies in all spheres of government, and in the government's relationships with the people of Morocco.
- The important and vital role that the United States can play in supporting
 initiatives in Morocco by the government and private sector that will contribute
 to growth, prosperity, stability, and the integrity of Morocco and Moroccan
 society. A key goal in this effort is promoting the inclusion of Morocco in the
 Millennium Challenge Grant program.
- The important role that Morocco can play in partnership with the United States in building a more stable and prosperous region in North Africa and the Maghreb as well as contributing in a significant way to promoting peace in the Middle East.
- The importance of recognizing the value of Morocco as a showcase for building positive and stabilizing relationships between the United States and an Arab and Muslim country that has long been committed to regional peace, prosperity, social development, and economic advancement.

Morocco faces many challenges and MACP will focus on how the government and people of Morocco are devising solutions to meet the demands of the 21st century. Consistent with the objectives of the recent publication of the 5th Anniversary of His Majesty's reign, MACP will emphasis, through a variety of mechanisms, the value of an enhanced and productive bilateral relationship and the importance of Morocco's role in establishing a stable and prosperous North African region.

DEVELOPING AN ACTION PLAN

MACP has already been quite active in broadening recognition of the value of the Moroccan-American relationship through its efforts to promote adoption of the FTA. These took place on several levels from contributing to the overall strategy for promoting the FTA to meetings with key players to enhance appreciation of the benefits of the FTA.

This experience was quite valuable in that there now exists a strong constituency for Morocco among members of Congress, the Administration, policy analysts, and media that can be mobilized in support of other bilateral interests.

Concurrently, MACP has been in a series of discussions in Morocco to assess the priorities and resources that can be marshaled in support of MACP's programs. For example,

- Identifying progressive changes in Moroccan policies that would be of interest to groups in the United States
- Identifying potential speakers who would be willing to speak to American audiences outside of Washington, D.C. to build greater public recognition of and support for the Moroccan-American relationship
- Identifying informational materials that can be useful in supporting the efforts of MACP
- Identifying the priorities of the Government regarding the relationship with the United States

Based on these efforts in the United States and Morocco, MACP has developed a series of programs to be carried out through 2006 to achieve its objectives of promoting greater bilateral understanding and linkages.

MACP's strategy consists of five streams of programming:

- 1. Building non-governmental constituencies that support Moroccan American relations;
- 2. Strengthening relations with policy institutes and think tanks on specific issues:
- Maintaining and expanding relationships with decision and policy makers inside the US government;

4. Producing a series of information programs on topics focused on the positive development of Moroccan society:

 Generating informational materials on specific topics that can be utilized by a broad range of constituents in support of strengthening Moroccan American relations.

Many of MACP's activities, by their very nature, are ongoing and will continue throughout the duration of this plan and beyond. For example, enhancing relations with policy and decision-makers, think tanks and policy institutes, and the media are part of a continuous effort that becomes focused on specific topics or issues as the need arises. Others will be carried out to achieve a particular objective, for example, as was done in support of the FTA. Thus, there is a subtle distinction between the quantity of the effort and the quality of the results.

For example, although hundreds of people may receive very useful general information on Morocco, it is only when they write to a local paper, talk to a decision maker, or speak out on behalf of the bilateral relationship that it is possible to say that MACP's efforts have made a difference. So the work must be judged both by quantitative measures (how many people were informed, how much information was distributed, how many stories appeared in the press, demand for materials, visits to the website, etc.) and by qualitative indicators that indicate how the American people support the bilateral relationship on specific issues of concern.

The opportunities for greater understanding and cooperation exist in every town, city, and state in the United States. MACP will use its resources wisely and in a targeted fashion to maximize its efforts with the broadest possible outreach.

Program: Build Support Among Non-Governmental Constituencies
Objective: Reach out to a variety of US organizations in key regions of the country
and build up their understanding of the value of the Moroccan-American relationship.

There are three types of constituencies of interest to MACP: national groups and associations concerned with public affairs; professional organizations that regularly include foreign policy in their agendas; and local groups that have an interest in international political, economic, and social activities.

The United States has many organizations interested in civic affairs ranging from World Affairs Councils to current events clubs at libraries. In order to successfully tap into these networks of civic organizations,

To reach these groups, MAPC is working with MATIC to:

- Build a database that can be used for a variety of purposes from general mailers and announcements to distribution of information on specific topics.
- MAPC will prioritize these constituencies using a number of criteria that rank targets of opportunities for enhancing awareness of Morocco and support for the bilateral relationship.
- As the database is constructed and initiated, these groups will receive information about MACP and its website, inviting them to take advantage of MACP as a free and useful source for information about the bilateral
- As the speakers program and regional events are carried out, these resources will be made available locally at little or not cost to the sponsoring organization.
- Once a group is part of MACP's databank, there will be regular follow up to sustain the working ties, especially when opportunities arise to support the bilateral relationship.

Program: Build Support Among Policy Institutes, Think Tanks, Universities Objective: Generate strong support for Moroccan-American relations among experts, analysts, researchers, and specialists concerned with various elements of Moroccan American relations.

Unlike the non-governmental constituencies, these groups generally already have formed opinions and conducted or have access to studies of Morocco, its society, government, economy, regional relations, and ties with the United States. While the outreach for contacting them will be similar to that described above, it must be more sophisticated, open to more insightful dialogue, and focused more in depth on specific issues.

- Establish a priority list of organizations for relationship building, and topics to be covered that are of timely interest to these groups. Build relationships with individuals within these institutions and with the organization as a whole.
- Consider hosting study visits to Morocco for individuals from this category an
 focus them on specific themes.
- Identifying opportunities for Moroccans to participate in professional conferences and symposium in the U.S. are also included in this effort.

- Publications, research, studies of a high standard on Morocco will be distributed to this constituency.
- MACP will seek out opportunities for Moroccans or Morocco experts to engage think tanks and policy institutes on topics of concern to the bilateral relationship.

Program: Build Relationships with Decision and Policy Makers
Objective: Continue to expand and deepen support for Morocco among key
constituents in the decision and policy-making communities.

There are no short cuts to this process. It requires consistent and persistent follow up and initiatives that demonstrate a long-term commitment to the bilateral relationship. When policy issues arise, the materials and arguments developed must be of high quality, timely, user friendly, be perceived as factual and objective (with a point of view!), and consistent.

This is a highly person-to-person effort and is best carried out by those who are well prepared to discuss the issues at hand.

MACP will contribute to these efforts by:

- Developing high quality briefing papers and informational materials as needed on topics of concern;
- Broadening its access to decision and policy makers on an individual basis;
- Mobilizing key members of the business community, think tanks, and media to support Morocco's efforts to enhance the bilateral relationship;
- Coordinating with other groups promoting Moroccan-American relations to ensure consistent, coherent, and effective messaging;
- Generating high-visibility events among constituents of the decision makers to build support for the bilateral relationship.

Program: Generate High Quality Programs on Morocco - Today and Tomorrow Objective: Enhance Moroccan-US relations through a series of information programs on topics focused on the positive development of Moroccan society, for use in Washington, D.C. and key cities in the United States.

Consistent with the programs outlined previously, MACP will set up a series of programs on relevant topics to further enhance and promote constituencies in favor of Moroccan-American relations. Preferably using Moroccans and experts on Morocco or Moroccan-American relations, these programs will range from social change to progressive policies in other spheres of Moroccan life. As the portfolio of opportunities expands, there may be roles for Moroccan students in the U.S. to participate as well as Embassy staff as designated by the Ambassador.

- Moroccans or people with extensive experience in Morocco are the most credible outreach persons to represent MACP and its message. MAPC will work with others in the United States and Morocco to generate a catalogue of potential speakers and resource sources on Morocco.
- MACP will solicit and respond to speaking opportunities targeted to priority constituencies.
- MACP will coordinate and promote media on these events to maximize utilization of the speakers.
- MACP will ensure that sufficient informational materials are made available before, during, and after events its sponsors.
- In 2004, hold the inaugural program in Washington, D.C.; in 2005 host at least four events in the Washington, D.C. area.

Program: Produce High Quality Information Materials and a Website Objective: Generate media products that are formatted and written for maximum impact to enhance MACP's identity as the "go-to" source for information on Moroccan-American relations.

MACP will enhance its outreach activities by producing media products that meet the needs of the many constituencies it will address. As indicated in several sections above, there are many needs for high quality information when addressing constituencies such as decision and policy makers, the media, think tanks, universities, and policy institutes.

MACP doesn't have to generate all of these products. In addition to what is produced by MACP, MATIC, and sources at the Embassy and in Morocco, MACP will act as a clearinghouse for articles, studies, and information produced in the U.S., EU, and Morocco that will enhance MACP's outreach activities. MACP's website will essentially service as the gateway to links, resources, articles, and reports that will benefit anyone seeking general or specific information on Morocco, its policies and development, and its relations with the United States.

- MACP will launch its website by the end of 2004. It will include links to English and French language sources on current events in Morocco.
- MACP will prioritize a series of FAQ sheets on Morocco to be produced in Washington, D.C., on topics to be emphasized by MACP in their outreach efforts.
- MACP will develop a distribution strategy similar to its speakers program for maximizing the use of these materials and driving people to the MACP website, which will have links to all relevant Moroccan websites and others with prime information on developments in Morocco.
- MACP will identify and prioritize additional materials based on responses and inquiries to the website.
- There will be other options for information products that occur as a result of current events and opportunities that arise. MACP will have a list of writers, identified by areas of expertise, who can respond in a timely fashion, to opportunities to craft the needed materials.

Shelf life – the longevity of the information products – requires that the materials be cost-effective, timely, and easy to reproduce for maximum coverage in the shortest period of time. MACP will coordinate with other Moroccan-American resources to meet these criteria while adding value to its general efforts to promote Moroccan-American relations.

CLOSING THOUGHTS

Moroccan-American relations provide a pathway for the United States to build a positive strategy for addressing the Arab and Muslim worlds. If this critical bilateral relationship is successful, it provides assurances that efforts by the United States to craft positive relations in the region can have beneficial outcomes.

MACP's role is to be the professional, high quality, credible facilitator of enhancing relations between Morocco and the United States. MACP's success will be determined in many ways by the cooperation of Moroccans and Americans working together to ensure the success of this vital bilateral relationship. MACP welcomes the cooperation of all groups, individuals, and institutions willing to work on this challenging and worthwhile goal.

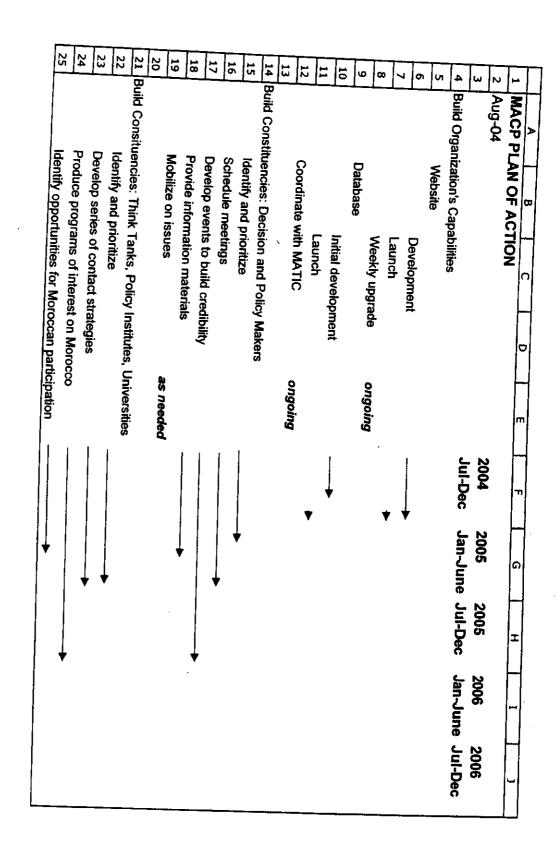
Activities and Objectives 2004-2006

MOROCCAN AMERICAN CENTER FOR POLICY ACTIVITIES AND OBJECTIVES 2004-2006

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2. Prioritize sequence of FAQ sheets 3. Identify/English and the Franch links for website 4. Set distribution strategiv for materials. 5. Identify/esothces in the US-EU and Morocco for Producing additional materials on Morocco (5. Determine effectiveness of Website).	o tanglillando teathor.	Alpi valua. Alpi
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SCHEDULING 2004-2006



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٠. ١		Identify and prioritics Outreach, Interfaith Groups	Groups			
Lu	8	Develop series of contact strategies		′ ↓		
lu	31	Produce targeted informational materials				
سا	32	Identify opportunities for local events		•		
ω	33	Follow up schedule	•			
w	4				÷	
w	35	Develop Presentation Programs				
36		Develop strategy with MATIC and others	\			
37	7	Identify program themes	\			
38	00	identify speakers, writers, analysts	│ ,			
39	10	Prioritize media outreach lists	↓	٠		
40	10	Develop database outreach ongoing				
4	1-					
42		Produce complementary information materials		\		
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BUDGET 2004-2006

Budget Projections for 2004/05/06 for MACP

Budget Item	2004	2005	<u>2006</u>
Entertainment	\$7 5 00		
Labor	\$2,500	\$5,000	\$5,000
Executive Director	\$74 000	_	-
Political Consultant	\$74,999 \$30,000	\$200,000	\$200,000
Business Director	\$30,000 \$5.250	\$30,000	\$30,000
Intern	\$5,250 \$0	\$25,000	\$25,000
Total Labor		\$12,000	\$12,000
Office Expense	\$110,249	\$267,000	\$267,000
Office Rent Deposit	\$2.275		
Bank Charges	\$2,375 \$ 300	\$ 0	\$ 0
Equipment	·	\$300	\$300
Furniture	\$3,000 \$3,500	\$3,000	\$1,500
Printing	\$2,500 \$2,000	\$3,000	\$3,000
Publications	\$2,000	\$4,000	\$4,000
Rent	\$ 500	\$1,000	\$1,000
Software	\$27,165	\$38,056	\$38,056
Supplies	\$1,000	\$1,000	\$1,000
Telephone	\$1,500	\$1,500	\$1,500
Miscellaneous	\$1,200	\$2,500	\$2,500
Total Office Expense	\$1,000	\$1,000	\$1,000
Professional	\$40, 340	\$48,756	\$49,954
Accounting	#0 .000		·
Computer Consulting	\$2,000	\$2,000	\$2,000
Legal	\$1,000	\$1,500	\$1,500
Total Professional	\$7,000	\$2,000	\$2,000
Projects	\$10,000	\$5,500	\$5,500
Roundtables	#10.00		
Travel	\$10,000	\$30,000	\$30,000
Lodging	\$5,500	\$30,000	\$30,000
Visita (la deine)	\$ 750	\$2,300	\$2,300
Visits (lodging)	\$5,300	\$5,300	\$5,300
Total Projects Travel	\$21,550	\$52,600	\$52,600
· · · · · · · · · · · · · · · · · · ·	*		•
Transportation	\$17,000	\$80,000	\$80,000
Lodging Meals	\$4,500	\$25,000	\$25,000
Total Travel	\$1,800	\$10,000	\$10,000
	\$23,300	\$115,000	\$115,000
Web Page/Data Manage	\$18,000	\$4,500	\$4,500
Total Budget	\$228,345	\$491,756	\$520,154