



*Empowered lives.  
Resilient nations.*

**Government of the Kingdom of Morocco  
and  
United Nations Development Programme**

**Morocco's Youth Employment Strategy Green  
YES Green**

**Youth Employment Generation Programme in Arab Transition Countries**

**DRAFT**

**Project Summary**

The recent political and social upheavals in the Arab world highlight youth employment as a major challenge. The Government of Morocco initiated an Emergency Plan for job creation based on sectoral and decentralized strategies and programmes. The National Human Development Initiative (INDH) was also extended recently with a specific emphasis on poverty alleviation and job creation. In parallel, Morocco adopted a new Environment Charter integrating sectoral and decentralized components such as renewable energy, energy efficiency, rural development, agriculture, medicinal and aromatic plants, fisheries, eco-tourism, industry, waste management, integrated water management and sanitation, equipment, transportation and climate change adaptation and mitigation. There is, however, no linkage between the need for youth employment generation and green job opportunities among the currently implemented policies and strategies. The Ministry of Environment is currently developing a Training Plan for Green Jobs, as part of the government's commitment to reducing unemployment and providing skilled labor for environment-sensitive industries and communities.

In alignment with these national commitments, this Project seeks to support Morocco in its ongoing endeavors to increase employability among young men and women, with a focus on poverty alleviation, young women's economic empowerment, and overall the improvement of standards of living in order to advance human development and accelerate the achievement of the Millennium Development Goals (MDGs). The Project will support this overall outcome through three entry points: (i) developing and implementing a nationwide green employment strategy and an operational plan in to-be-identified target areas with the highest unemployment rates and the best potential for the green economy; (ii) establishing a capacity development plan based on market demand for green jobs and implementing it with both direct young male and female beneficiaries and key employment-generation actors; and (iii) increasing access to financial services for green businesses benefiting the most vulnerable youth groups in target areas. The project's implementation will be guided by UNDP's programmatic principles pertaining to results-based management, capacity development, gender equality, women's empowerment and the poverty alleviation and climate change nexus.

Rabat, January 18, 2012

## PROJECT DOCUMENT

**Country:** Morocco

### UNDAF 2012-2016

**Outcome 3:** Vulnerabilities and inequalities, including those of gender, are reduced through support for economic and social policies / strategies and programs

### UNDP COUNTRY PROGRAMME DOCUMENT 2012-2016

**Output 1:** Acceleration of the MDGs achievement with a focus on reducing poverty, vulnerabilities and inequalities

**Output 3:** Implementation of national and territorial strategies that are low-carbon, climate-change and natural-disaster resilient and job generation

### STRATEGIC PLAN RESULTS AREA:

#### Expected Project Output(s):

- **Output 1:** The national green employment strategy is outlined and implemented
- **Output 2:** A capacity development plan based on market demand for green jobs is established and implemented for both direct youth beneficiaries and key employment-creation actors
- **Output 3:** Increased access to financial services for green businesses for the most vulnerable youth groups in the target areas

**Executing/Implementing Agency:** United Nations Development Programme

**Government counterpart:** Ministry of Environment, Ministry of Youth, Ministry of Employment, Communes targeted by UNDP programmes.

**Programme Period:** March 2012 –February 2013

**CPD Programme Component:** Outputs 1 & 3

**Project Title:** YES Green

**Atlas Award ID:**

**Start date:** March 2012

**End Date:** February 2013

**PAC Meeting Date:** January 2011

Total resources required 1 000 000 **USD\$**

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Agreed by (UNDP):

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**\*\* New UNDAF and Country Programme Cycle will begin in 2012**

## **Table of Contents**

<b>1. Situation Analysis .....</b>	<b>4</b>
<b>2. Project Strategies .....</b>	<b>6</b>
<b>3. Results and Resources Framework (2011-2014) .....</b>	<b>10</b>
<b>4. Management Arrangements .....</b>	<b>13</b>
<b>5. Monitoring Framework And Evaluation.....</b>	<b>15</b>
<b>6. Legal Context.....</b>	<b>16</b>
<b>Annex 1: Initial Risk Log .....</b>	<b>18</b>
<b>Annex 2: Project Board Terms of Reference .....</b>	<b>20</b>
<b>Annex 3: Terms of Reference - Project Manager.....</b>	<b>21</b>

## 1. SITUATION ANALYSIS

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### 1.1. SOCIAL AND POLITICAL CONTEXT

In **Morocco**, poverty is a major development challenge, with a rate estimated at 9 per cent. Unemployment, estimated at 9.1 per cent, is equally widespread. Among the unemployed, Moroccan youth are disproportionately represented. Youth (aged 15 to 24) unemployment rate reached 17,16 % nationally, 31,3% in urban areas and 18,1 % among degree holders. Some studies show that graduate job seekers are even less likely to find a job than those without a degree. This has implications in terms of keeping wages low, the capacity of the work force to deliver quality products, future prospects for job seekers, as well as a serious impact in terms of social and economic exclusion, which hampers young men and women's transition to adulthood. As resources become scarcer and more men are losing formal-sector jobs, increasing numbers of women are starting microenterprises to supplement household income. In 2010, unemployment reached 14.7 per cent in urban areas and 4.6 per cent in rural areas. The working age population (aged 15 years and above) reached 11.4 million, a rise of 1 per cent in the third quarter of 2010 compared to the first quarter in 2009. In the same period, a total of 68,000 jobs opportunities were created, 61,000 of which were in urban areas and 7,000 in rural areas<sup>1</sup>. Twenty per cent of Morocco's domestic workforce is employed in Europe. Remittances in Morocco are estimated at 8.4 per cent of GDP, and are a crucial source of funds for household consumption and liquidity for banks<sup>2</sup>.

Currently, the age structure of the Moroccan population is characterized by the predominance of youth aged 15 to 24. The share of youth in the population grew from about 17 per cent in 1971 to a little over 21 per cent in 2004. Although the unemployment rate has declined nationally from 13.8% in 1999 to 9.1% in 2009, for the benefit of young people aged between 25 to 34 years, it has remained high among graduates. Part of the jobs created is precarious and does not systematically guarantee social protection. Another explanation is that migration of the young has contributed to the drop in unemployment figures. The issues and challenges of youth are increasingly taking on social, cultural and political dimensions and pose a risk of intergenerational and social tensions.

As part of its efforts to tackle its development challenges, Morocco launched large-scale projects (Agriculture Green Morocco Plan, fisheries Halieutis Plan, Tourism Vision 2020, Emergence Plan, Logistics Plan, among others). Consolidation in the short, medium and long term of these projects is contingent on a greater coherence and coordination as well as on the effectiveness of their implementation at the territorial level. Acceleration of legal and institutional reforms, modernization of the public sector, fighting against corruption, inequality and inequity, and strengthening the rule of law, are essential conditions for enhancing the efficiency of these projects and their impacts on the living standards of population, especially in term of job creation among youth and poverty alleviation. By building the human capital of young male and female workers and providing them with

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<sup>1</sup> Morocco Country Brief for the UN General Assembly, 2010

<sup>2</sup> EIU, Country Report, February 2011

opportunities to use their skills, Morocco can increase incomes per capita, bolster savings and improve social cohesion.

Jointly with UNICEF and UNFPA, UNDP supported the Ministry of Youth in its efforts to develop a youth strategy for Morocco. The Integrated National Strategy for Youth was formulated through a participatory, decentralized approach that benefited from the support of the Thematic Group on Youth and Education established by the United Nations Country Team in Morocco.

On the environment front, Morocco has launched ground-breaking strategies and policies aiming at reducing its energy dependency and its carbon footprint, and at facing ongoing and rising environmental challenges. The integration of these projects in local development for the creation of jobs and wealth for the benefit of the most vulnerable populations represents a central question.

Morocco's energy dependency remains very high. The new energy policy gives priority to energy efficiency and renewable energy. In 2010, the country launched the Solar Plan to produce 2000 megawatt (MW) and an integrated wind power program of 140 MW to generate 42% of energy needs by 2020 from renewable sources. On the waste management front, Morocco has launched a national large-scale (2008-2020) water and sanitation programme, targeting 330 cities with a budget of 50 billion dirhams for liquid waste management, and targeting 300 cities with a budget of 40 billion dirhams for solid waste management. The programme expects an investment of 600 million dirhams per year. The scale of the project would generate significant green job opportunities and reduce poverty rates among vulnerable groups in some of the poorest areas in the country.

In today's fast-changing Morocco, new job opportunities are emerging across every industry for those with the skills to bridge the divide between the old, fossil-fuel-based economy and the new, energy-efficient one. An increasing number of initiatives linked to green economy and job generation are conducted in the fields of ecotourism, medicinal and aromatic plants, transportation, climate change adaptation and mitigation and the valorization of local products and biodiversity, among others. These initiatives remain, however, isolated success stories which are not integrated in a broader vision or strategy for replication, sustainability, and employability, and do not specifically target youth and vulnerable groups.

In this regard, the Ministry of Environment is currently developing a Training Plan for Green Jobs, as part of the government's commitment to reducing unemployment and providing skilled labor for environment-sensitive industries and communities. The Training Plan underlines the high potential of traditional environment professions, in addition to those of green industries, renewable energies, the transfer of green technologies, ecotourism, eco-friendly transportation and the valorization of natural resources. This Training Plan further highlights the existing green capacity development shortage and the lack of visibility of the green job market.

Within this context, UNDP strengthens youth entrepreneurship at the grassroots level, especially in the impoverished rural areas such as the Southern and Eastern oases and the

Northern region, to improve income-generating activities and alleviate poverty among young men and women. Valuable results have already been achieved in creating sustainable jobs for youth and, most importantly, in developing institutional and human capacities to create more. In the process, useful experience has been gained and a network of committed partners has been created in the government at national, regional and local levels as well as in civil society.

In its ongoing support to the implementation of the New Communal Charter and the Advanced Decentralization Process, UNDP has also been actively involved in local strategic planning project in the most vulnerable areas, with an integrated approach linking the environmental, energy, climate change, poverty reduction and good governance dimensions to local development. Through its projects, UNDP empowered local actors to make of the environment a central vector for local development and job creation.

## **2. PROJECT STRATEGIES**

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### **2.1. KEY IMPLEMENTATION PRINCIPLES**

When implementing this Project, UNDP will be guided by the following key priorities/principles:

- I. The project will be implemented at the national and regional levels. It shall support national stakeholders and partners in the formulation of employment related policies and initiatives. The project will cover specific regions that will be identified through a mapping and cross-matching analysis based on the highest unemployment rates, the highest potential for green businesses, and the availability of relevant actors from local authorities and the private sector.
- II. The project will be implemented in close coordination with the Embassy of Japan and other UN agencies, development organisations and actors actively involved in the sector, for more synergy and complementarity with ongoing projects in the target areas. More specifically, the project will enhance the Japan visibility, the main donor of this initiative, and seek collaboration with JICA's poverty reduction and community development projects in the province of Errachidia, as well as its initiatives in infrastructure development and transportation in rural and Mediterranean areas.
- III. The project will be implemented in line with UNDP's programmatic principles pertaining to results-based management, capacity development, gender equality, women's empowerment, human right, and the poverty alleviation and climate change nexus.

### **2.2. UNDP COMPARATIVE ADVANTAGES IN THE SUBJECT MATTER:**

#### ***UNDP-MOROCCO***

- Networks established with national, regional and local key partners;

- Convergent programmes already supported at the level of:
  - I. National Government: National Charter for Environment and Sustainable Development; Energy Efficiency Code and National Solar Water-heating programmes; Women Entrepreneurship Promotion programme,
  - II. Regional and local authorities: UNDP has a large network of partners and experts related to local development and green businesses.
  - III. Job creation: UNDP has extensive experience in job creation, particularly in some of the poorest and isolated areas: The Oasis Development Programmes have already created more than 200 sustainable jobs (in Guelmim, Tata Assa Zag, Oriental and Errachidia provinces), rural and peri-urban areas of the Tangiers and Tetouan province (with a specific focus on local development, poverty alleviation and job creation), and 120 businesses were developed in the Southern areas through the Private Initiative Programme.
  - IV. Communities: Small Grants Projects, Community-based Adaptation programmes and poverty alleviation initiatives.

#### ***UNDP-RBAS***

- V. The current project is the national response by the Moroccan country-office to the UNDP/RBAS Multi-country project “Youth Employment Generation Programme in the Arab transition countries – Algeria, Egypt, Libya, Morocco and Tunisia”. The Multi-country project will contribute to the achievement of five main objectives: (i). Increased self-employment for youth through access to technical, vocational and entrepreneurial skills training with special emphasis on “green-related sectors”; ii) Increased opportunities for educational vocational training (internships) in private companies and/or other institutions for the youth in five Arab countries; iii) Increased access to financial services for youth self-employment in five Arab countries; iv) Youth employment generation policies formulated through the provision of high-calibre advisory services to concerned public/private institutions; v) Increased short-term job opportunities for the most vulnerable youth groups through improvement of public infrastructures and/or services.

### **2.3. KEY OUTPUTS**

This project will support: i) the development of a national strategy for the promotion of green jobs and its implementation in to-be-identified target areas, including components of advocacy and communication; ii) capacity building for institutions and young men and women; and iii) facilitating access to appropriate financing for young male and female entrepreneurs. The most vulnerable groups and young women will constitute special targets. Based on solid monitoring and evaluation as part of a comprehensive knowledge-

management mechanism, the project will contribute to south-south sharing of experiences, cooperation and collaboration.

***Output 1: A nationwide green employment strategy outlined and promoted***

- a) Mapping of sectoral strategies and programmes, and identification and analysis of green job opportunities;
- b) Mapping and cross-matching analysis based on the highest unemployment rates, the highest potential for green businesses, and the availability of relevant actors from local authorities and the private sector;
- c) Development of the National Green Employment Strategy integrating the National Green Job Training Plan through a participatory approach with a specific focus on youth involvement;
- d) Development of the National Green Job Employment Strategy's Operational Plan in target regions with the highest potential for green jobs and need for green employment;
- e) Design and implementation of an advocacy and communication plan in identified areas to promote green economy as a vector for employment and local development.

***Output 2 A capacity development plan based on market demand for green jobs is established and implemented for both direct youth beneficiaries and key employment-creation actors;***

- a) Development of a demand-driven capacity building plan;
- b) Identification and capacity analysis of the training institutions in the specific areas of the green economy;
- c) Negotiation and conclusion of MOUs with institutions and private businesses;
- d) Design and development of specific training programmes and tools related to green jobs, leadership and management skills;
- e) Training of trainers;
- f) Training of the first selected groups of young male and female "green entrepreneurs";
- g) Negotiation of opportunities for internships in private companies and/or other institutions for youth.

**The output's targets are:**

- 5 MOUs with training institutions signed;
- 5 training modules developed: (i) renewable energy, ii) Energy efficiency in buildings iii) eco-tourism iv) integrated water management v) waste management;
- 50 trainers trained;
- 500 youth trained on specific green jobs sectors.

***Output 3: Increased access to financial services for green businesses for the most vulnerable youth groups***

- a) Identification of national partners for grant schemes and/or financial institutions for loan schemes specific to the green economy;
- b) Mainstreaming of a specific window for green businesses;
- c) Preparation of guidelines for the grant or loan schemes specific to green businesses;
- d) Support for the trained young “green entrepreneurs” in developing their business plan and to access to the grant and/or loanservices;
- e) Monitoring and verification of grants/loans;
- f) Establishment of a knowledge management system;
- g) Contribution to South-South cooperation, technological transfer and knowledge sharing.

**The output’s targets are:**

- At least 10 start-up green businesses established by young men and women by the end of the project ( At least 50 per cent of the start-ups involved young women);
- A pipeline of 100 green business is developed.

### 3. RESULTS AND RESOURCES FRAMEWORK (2011-2014)

**Intended Outcome as stated in the Country Programme Results and Resource Framework:**

**Youth and particularly the most vulnerable groups are empowered to access green employment opportunities.**

**Applicable Key Result Area (from 2008-11 Strategic Plan): Poverty eradication, Environment and Energy**

**Partnership Strategy:** The CO will liaise closely with institutions (national and local administrations involved in youth employment issues), CSOs and international organizations such as other UN agencies, the World Bank and the EU, as well as with bilateral development partners. The programme will be implemented in cooperation with national and local government agencies, workers' and employers' organizations, private enterprises, NGOs, schools and communities.

**Project title and ID (ATLAS Award ID): YOUTH EMPLOYMENT GENERATION PROGRAMME IN ARAB TRANSITION COUNTRIES**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b></p> <p>The national green employment strategy outlined and implemented</p> <p><b>Baseline:</b></p> <p>The Ministry of Environment is currently developing The Green Job Training Plan.</p> <p>The National Integrated Youth Strategy has been developed with the support of UNDP and others UN agencies.</p> <p>The National Initiative for Human Development is continued with a specific focus on youth employment</p> <p><b>Indicators :</b></p>	<p><b>Targets :</b></p> <p>Green job opportunities identified</p> <p>Target areas identified</p> <p>National Green Job Training Plan developed and implemented</p> <p>Operational plan developed and implemented</p> <p>Communication and advocacy plan developed and implemented in target regions</p>	<p>Mapping of sectoral strategies and programmes, and identification and analysis of green job opportunities</p> <p>Mapping and cross-matching analysis based on the highest unemployment rates, the highest potential for green businesses, and the availability of relevant actors from local authorities and the private sector</p> <p>Development of the National Green Employment Strategy through a participatory approach with a specific focus on youth involvement</p> <p>Design and implementation of a specific advocacy and communication plan to promote green economy as a vector for employment and local development in the targeted areas</p>	<p>Min. of Environment, Min. of Youth, Min. of Employment and sectoral departments, with close collaboration with :</p> <p>CGEM (National Association of Moroccan Employers)</p> <p>Media</p> <p>Youth associations</p> <p>Regional Development Agencies,</p> <p>Regional Councils,</p> <p>Regional Investment Centres</p> <p>Local authorities</p>	100.000 \$

Progress in the development and implementation of the National Green Employment Strategy		The project support: International expert		34 400 \$
<b>Output 2</b> A capacity development plan based on market demand for green jobs is established and implemented for both direct youth beneficiaries and key employment-creation actors <b>Baseline :</b> Lack of specific training related to green economy, Limited number of internships related to green economy, Limited implication of the private sector in the promotion of green economy. <b>Indicators:</b> Number of internships successfully completed in private sector companies and other institutions partnering with the project Number of MOUs signed Number of young male and female professionals trained in the green economy sectors	5 MOUs with training institutions signed 5 training modules developed: i) renewable energy; ii) Energy efficiency in buildings; iii) eco-tourism; iv) integrated water management; v) waste management 50 trainers trained 500 youth trained in specified green jobs sectors.	Development of demand-driven capacity building plan Identification and capacity analysis of the training institutions in the specific areas of the green economy Negotiation and conclusion of MOUs with institutions and private companies Design and development of specific training programmes and tools related to green jobs, leadership and management skills Training of trainers Training of the first selected groups of young male and female “green entrepreneurs” Negotiation of opportunities for internships in private companies and/or other institutions for youth	Office pour la Formation Professionnelle et de la Promotion du Travail OFPPT / Training institutions / Universities and academic institutions	300.000 \$
<b>Output 3</b>	<b>Targets:</b>	Identification of national partner for grant scheme and/or financial institution for loan	Min. of Environment, Min. of Finance, banks and financial	495 600 \$

<p>Increased access to financial services for green businesses for the most vulnerable youth groups in the target areas</p> <p><b>Baseline:</b></p> <p>Different financial mechanisms exist for mid-size and micro businesses</p> <p>A limited number of financial services are available for young men and women interested green business start-ups</p> <p><b>Indicators:</b></p> <p>Number of green businesses established</p> <p>Number of additional projects developed</p>	<p>At least 10 start-up green businesses established by young men and women by the end of the project (at least 50 per cent of which involve young women) in the target areas</p> <p>A pipeline of 100 green businesses is developed in the target areas</p>	<p>scheme specific to the green economy</p> <p>Mainstreaming of a specific window for green businesses</p> <p>Preparation of guidelines for the grant or loan schemes specific to green businesses</p> <p>Support the trained young male and female “green entrepreneurs” in developing their business plan and to access to the grant and/or loans services.</p> <p>Monitoring and verification of grants/loans</p> <p>Establishment of a knowledge-management system</p> <p>Contribution to South-South cooperation, technology transfer and knowledge sharing</p>	<p>institutions, CGEM</p> <p>Regional Development Agencies,</p> <p>Regional Councils,</p> <p>Regional Centres for Investment,</p> <p>Local authorities and local financing mechanisms : Moukaoulati, Moussanada</p>
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PROJECT SUMMARY BUDGET	US\$
<b>Output 1.</b> A nationwide green employment strategy outlined and promoted	<b>100,000</b>
<b>Output 2.</b> A capacity development plan based on market demand for green jobs is established and implemented for both direct youth beneficiaries and key employment-creation actors	<b>300,000</b>
<b>Output 3:</b> Increased access to financial services for green businesses for the most vulnerable youth groups	<b>495 600</b>
<b>The project support: International expert</b>	<b>34 400</b>
<b>UNDP GMS 7%</b>	<b>70 000</b>
<b>TOTAL</b>	<b>1 000 000</b>

Donor	Mobilised
Japan	1 M USD
UNDP Decent. Proj	
Gov	100 000
others	

## 4. MANAGEMENT ARRANGEMENTS

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### Implementation modality

The project will be Directly Executed by the UNDP, and implemented through and the Ministry of Energy, Mining, Water and Environment (MEMWE). The National Project Director (NPD) will assume the overall responsibility for the project outputs, with the assistance of the Project Manager (see below).

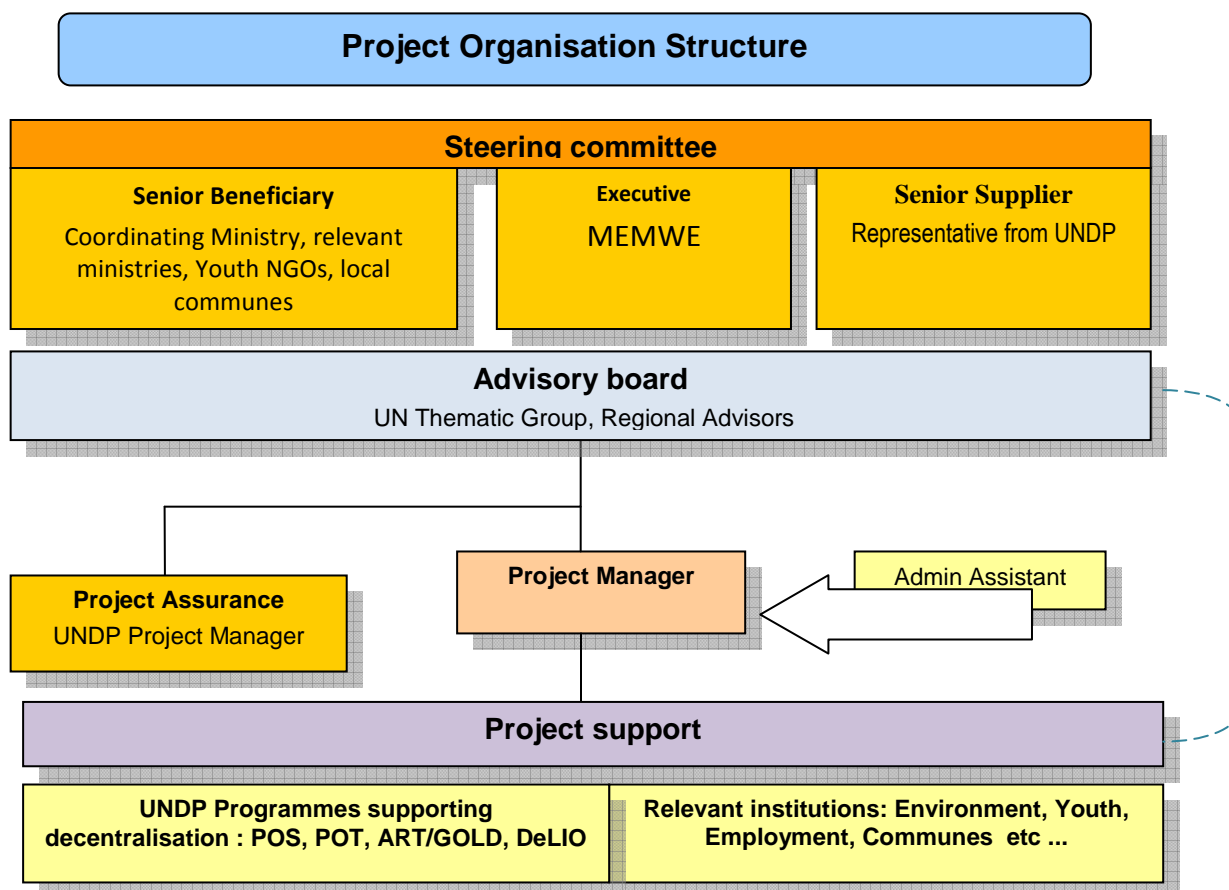
### Project Management

1. A Project Manager will be recruited and will be responsible for day-to-day management of the Project, in coordination with the project Director, the Environment Advisor and the Youth Focal Point, and will report to the Regional Programme Coordinator of the Multi-country initiative on youth employment generation. The Project Manager will have overall responsibility for ensuring that the Project produces tangible results in accordance with the RRF and Annual Workplan endorsed by the Project Board. The Project Manager will have operational decision-making powers. Where issues arise that require more senior level direction, the Project Manager will escalate such issues to the Project Board for discussion and direction.

### Project Board

2. The Project Board will have overall responsibility for providing strategic guidance and oversight of the Project (see diagram below). The Project Board is responsible for making consensual management decisions concerning Project issues and risks, and will provide advice and guidance when required by the Project Manager. Approval of project budget revisions and approval of Annual Work plan (AWP) is also a key role of the Project Board. The Project Board will also be used as a mechanism for leveraging partnerships and mobilisation of resources for the implementation of the Project. Project reviews by the Project Board will be made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Board will also be consulted by the Project Manager for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.
3. The composition of the project board is as follows:
  - (i) The MEMWE will assume the **Executive role**, which will reinforce senior local ownership over the Project;
  - (ii) The **Senior Supplier** role will be represented by UNDP in collaboration with JICA, as the body which provides guidance regarding the technical feasibility and substantive focus of the Project and is responsible for supporting operational aspects of implementation;
  - (iii) The **Senior Beneficiary** on the Board is responsible for providing advice on the realisation of project benefits from the perspective of project beneficiaries. This role will be assumed by:
    - The Coordinating Ministry (ie. (MEMWE));
    - Representatives of the ministries of Youth, Employment, Agriculture, Industry, Economic Affairs, Tourism, Water and Forestry, Development Agencies, and Communes targeted by the project, which will constitute the project's working group;
    - National Offices of Water and Electricity (ONEP, ONE)
    - Representatives from Youth NGOs;
    - Representatives from the private sector;

4. The Executive, who is also the NPD, is responsible for organising and chairing meetings. The NDP will prepare the Agenda for the Annual Project Board meeting (see Part 5 below for more), in consultation with the Project Manager. The Agenda will be circulated at least two weeks in advance of the board meeting. Minutes of the Meeting are to be circulated within two weeks after a meeting is held. The NPD may call for special Project Board Meetings should the need arise.



### Project assurance

5. UNDP will carry out the project assurance role, as delegated by the Project Board, and on a quarterly basis independent project oversight and monitoring function. UNDP will work with the Executive, Project Board and Project Manager to ensure appropriate project management milestones are met and that these are delivered in accordance with UNDP programme guidelines (Results Management Guide) and within the allocated budget and approved AWP.

### Project Support

6. The Project Manager will be located at the MEMWE. He/she will be supported by the Environment Advisor and the Youth Focal Point. This team will be supported by a Project Assistant, who will assist with administration, finances, logistics and procurement.

## **5. MONITORING FRAMEWORK AND EVALUATION**

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Monitoring and evaluation will follow NEX modality guidelines, as appropriate. Work-plans, financial reports and other reporting will be prepared accordingly. UNDP will share information on the progress of the project, study findings/recommendations, and lessons learned with the relevant partners and stakeholders and the community for purposes of knowledge sharing. In addition, the project will be subjected to UNDP project monitoring and evaluation in line with standard guidelines and procedures, and can be encapsulated in any evaluation initiated by the UNDP Office of Evaluations.

### **Annual Work plan and Budget**

The annual workplan and budget will serve as the primary reference documents for the purpose of monitoring the achievement of results. The NPD, with support from the Project Manager, is tasked with the responsibility of ensuring implementation of the Project in accordance with these documents. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

### **Quarterly reporting**

Financial and Operational Progress Reports will be prepared by the project manager and signed off by the implementing agency and submitted to UNDP on a quarterly basis in accordance with the “UNDP User Guide” and using the standard report format available in the Executive Snapshot. These reports monitor the project progress according to the annual work plan and will be used as the basis for the Annual Project Report (APR). Quarterly Progress Reports (QPR) must be submitted to UNDP, together with the Financial Report, on the 15th day of each month following the end of the quarter.

A project work plan for the following quarter will be prepared in a mutually agreed format and must be submitted together with the financial advance requested. Approval of any advance payment will be subject to the submission of these reports to UNDP for consideration. UNDP will provide feedback on the most recent progress report and other relevant reports before releasing any advance payments.

An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. The QPR will also update the Issues Log. Based on the initial risk analysis submitted (see annex 1), a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. The QPR will also update the Risk Log. A Project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project. The QPR will also update the Project Lesson-learned Log.

### **Annual Project Review**

The Annual Report shall be prepared by the Project Manager and submitted to the Project Board at its Annual and Mid-term review. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level. The final and mid-term report will be submitted to the Government of Japan together with the financial report. Attachment of relevant photographs

Based on the above report, an Annual Project Review Meeting shall be held during the fourth quarter of the year or soon after, to assess the performance of the project. This review is driven by the Project Board and may involve other stakeholders as well as the Embassy of Japan in Morocco as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### **Regular Audits**

Local financial management regulations require that regular audits are conducted of the Parliament. However, it is understood that these audits have not been undertaken for some time. The UNDP Office will commission audits of the Project, as and when necessary, and following consultation with the NPD as to timing. A budget of US\$10,000 has been provided, based on undertaking one audits within the life of the Project.

## **6. LEGAL CONTEXT**

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This programme support document shall be the instrument referred to as project support document as indicated in the Standard Basic Assistance Agreement (SBAA) between the Government of Morocco and the United Nations Development Programme, signed by the two parties respectively. The host country's implementing Agency shall, for the purposes the Standard Basic Agreement, refer to the Government co-operating Agency described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided that he is assured that The Government has no objections to the proposed changes:

- (a) Revisions in, or in addition to, any of the annexes of the project document;
- (b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project but are caused by re-arrangement of inputs already agreed to or by cost increases due to inflation.

Nevertheless, in case unexpected incidents happen, UNDP CO will report and consult with Embassy of Japan immediately.

1. UNDP Country Office will submit a written request to the Government of Japan for the prior approval in case :
  - i. the extension of the project is required, and/or
  - ii. the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.
2. For any fund balances at the end of the project, the country office shall consult with the Government of Japan on its use.
3. The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.

Consistent with the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The implementing partner shall:

- (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- (b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

**ANNEX 1: INITIAL RISK LOG**

<b>Project Title: YES Green</b>	<b>Award ID:</b>	<b>Date: 18 Jan 2012</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted / updated by	Last Updated	Status
	Existence of funding gaps	Jan 18	Financial	Delay in implementing the activities in accordance with timeframe indicated in AWP	Ongoing dialogue with Govt and development partners + sourcing funding from various internal UNDP sources	UNDP			
	Institutional change following the appointment of the new government	Jan 18	Institutional	Delay in implementing activities	Involvement of the senior levels of the institution to ensure project continuity and efforts of strengthen national ownership within the new ministry's cabinet	Govt/UNDP			
	Limited project lifecycle	Jan 18	Programmatic	Negative impact on the quality of the outputs, on the achievement and the sustainability of the results	Adoption of a detailed project action plan with a clear timeframe and roles and responsibilities,	UNDP/Govt			

					multidisciplinary teams able to simultaneously implement the three project components in a coordinated approach				
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## **ANNEX 2: PROJECT BOARD TERMS OF REFERENCE**

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As noted in Part 4 above, the Project Board will have overall responsibility for providing strategic guidance and oversight of the Project. The Project Board is responsible for making consensual management decisions concerning Project issues and risks, and will provide advice and guidance when required by the Project Manager. Approval of project budget revisions and approval of Annual Work plan (AWP) is also a key role of the Project Board. The Project Board will also be used as a mechanism for leveraging partnerships and mobilisation of resources for the implementation of the Project. Project reviews by the Project Board will be made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Board will also be consulted by the Project Manager for decisions if/when tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

In particular, the Project Board will:

- Provide strategic guidance and advice to the Project Manager on project related activities particularly on specific problems and issues that may have a bearing on the progress of the achievements of the Project;
- Review and approve proposed annual work plan in consultation with UNDP;
- Help facilitate and ensure that targets identified in the annual work plans are met within agreed timeframes and with given resource allocations and assist provide alternative remedial solutions where the need arises;
- Assist in identification and securing of additional financial and technical resources for the Project activities from both national and external sources;
- Facilitate and mobilize government, private and civil society support for the Project;
- Facilitate exchange of information nationally, regionally and internationally on awareness of project developments, lessons learnt and best practices.
- Fulfil any other responsibilities that may be identified for the Project Board by UNDP, the POC and/or other project stakeholders.

The Executive of the Project Board, who is also the NPD, is responsible for organising and chairing meetings. The NDP will prepare the Agenda for the Annual Project Board meeting (see Part 5 below for more), in consultation with the Project Manager. The Agenda will be circulated at least two weeks in advance of the Board meeting. Minutes of the Meeting are to be circulated within two weeks after a meeting is held. The NPD may call for special Project Board meetings should the need arise.

**POST:** Project Manager (National)

**Duration:** 12 months

**Duty Station:** Rabat, Morocco

**RESPONSIBILITIES:**

Le Chef de projet est responsable de la gestion du projet au quotidien et à plein temps. Sa responsabilité principale est la production des résultats escomptés par le projet et décrits dans le document de projet, selon les normes de qualité requises, et en prenant en compte les spécificités et contraintes de temps et de coûts imparties.

Le Chef de projet travaille sous la supervision directe du Directeur national du projet, et sous l'autorité du CD et selon les normes établies par ce comité.

***Taches Generales***

Le Chef de projet du projet assurera les fonctions suivantes :

- Planification : élaborer les plans de travail annuel du projet, conformément aux activités prévues dans le cadre de résultats et de ressources du document de projet et en étroite collaboration avec les partenaires.
- Gestion du projet : Assurer la mise en oeuvre efficace des activités, en respectant les normes de qualité imparties.
- Gestion financière : Assurer le suivi des aspects financiers et budgétaires du projet

***Responsabilites Specifiques***

Planification

- Elaborer les plans de travail annuel du projet, conformément aux activités prévues dans le cadre de résultats et de ressources du document de projet, et en étroite collaboration avec le PNUD et la contrepartie nationale – ces plans de travail annuels devront être soumis à l'approbation du CD avant mise en œuvre.
- Evaluer les ressources nécessaires à la mise en œuvre des activités prévues dans le plan de travail, et en conformité avec les estimations budgétaires fournies par le document de projet.

Gestion

- Assurer la mise en œuvre des activités du projet et la production des résultats escomptés, en conformité avec le document de projet et selon les normes de qualité et de temps y étant pré-établies.
- Identifier toute nécessité de changement et faire part de ces nécessités au CD par le biais de recommandations en vue d'assurer une gestion efficace de ce changement.
- Coordonner avec le CD et l'assurance du projet, afin d'assurer la cohérence globale de la mise en oeuvre du projet.
- Gérer les agents de mise en œuvre des activités (consultants, prestataires de services)

- Préparer les termes de référence des consultants nationaux et internationaux et définir leurs tâches, telles que prévues par le projet ;

#### Suivi

- Rédaction des les rapports de suivi, projets de budget et autres documents, tels que définis par les modalités de suivi du projet dans le document de projet, pour informer le comité de projet sur l'état d'avancement du projet, selon les mécanismes et la fréquence établis dans le document de projet (notamment, des rapports d'avancement trimestriels).
- Gestion de tous les aspects financiers et administratifs du projet. Il/elle sera secondé(e) d'au moins un(e) assistant(e) pour le seconder.
- Préparation et suivi des réunions du cd. Au cours des réunions du Comité, le Chef de projet présentera l'avancement trimestriel du projet et procédera à l'évaluation du projet et de ses résultats. Le Chef de projet effectuera le secrétariat du Comité. Faire des recommandations concernant le suivi et l'orientation

#### Coordination et Mise en Réseau

- Développer un réseau actif de partenaires, assurer une bonne coordination entre eux, privilégier les collaborations ponctuelles
  - Veiller à ce que l'exécution des activités du projet ne fasse pas double emploi avec celles d'autres intervenants. A cet effet, il/elle veillera à se coordonner étroitement avec les autres acteurs
  - Identifier et solliciter, pour assurer une mise en œuvre de qualité, tout appui technique identifié comme nécessaire ou ayant une valeur ajoutée dans la mise en œuvre du projet.
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