



**UNDP / GEF SPA Community-Based Adaptation Programme  
Final report**

## **COUNTRY OUTCOME REVIEW February 2008 – December 2012**

# **MOROCCO**

**Prepared by Anne-France WITTMANN – CBA Morocco programme manager (IUNV)  
November 2012**

## I- PORTFOLIO OVERVIEW

### I-1. Brief presentation of the country programme portfolio

The CBA Morocco portfolio was developed and designed from 2009 to 2011, following the preparation and approval of the Country Programme Strategy in 2008.

A total of 14 grants were disbursed and managed, amounting to a commitment of 310 953 USD (90 % of Morocco's country allocation). 6 concept notes and 8 full projects were formulated in a participatory and inclusive way, mobilizing over 1000 community members and over 30 local, national and international partners. One of these 8 projects was terminated early, due to community conflicts. The results achieved before termination are considered in this review.

Only one of the 6 planning grants did not lead to the development of a full project (due to internal difficulties at grantee level). Three full projects were developed without a planning grant.

90% of grantees are Community-Based Organizations (grassroots associations or cooperatives), one grantee is a national Non-Governmental Organization.

Within the final 8-project portfolio, and consistently with the priorities established in the Country Programme Strategy, CBA Morocco has achieved an equitable distribution of 1/3 projects in the South (Oasis region), 1/3 of projects in the Atlas mountain chain, and 1/3 of projects by the Mediterranean coast (see figure 1).

Projects focus mainly on Resilient farming (3 projects), Erosion control (4 projects) and Biodiversity protection (1 project)- see figure 2. Secondary thematic focus include : agroecology and conservation farming (3 projects), agroforestry (3 projects), disaster risk reduction (1 project), natural resource-based income-generating activities (5 projects).

Water management is a key aspect of the CBA Morocco portfolio, and is featured in all projects, through various aspects: improved irrigation systems in farming communities, protection of water infrastructures in high-risk mountain zones, water collection and erosion control in mountain sites.

Besides, critical emphasis has been put on capacity-building, aiming at increasing the adaptive capacities of local communities, and at supporting them in securing resilient livelihoods and natural resource management practices. About 22% of total CBA grant commitment was dedicated to capacity-building activities.

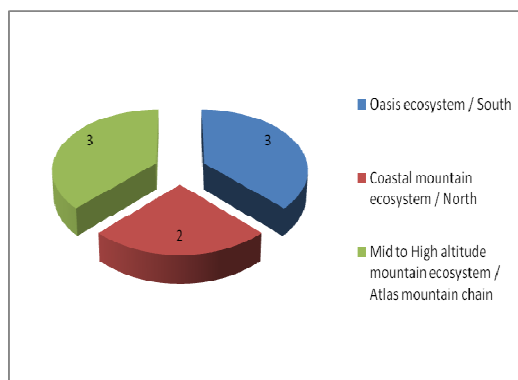


Figure 1- Geographical and ecosystemic distribution of full project portfolio

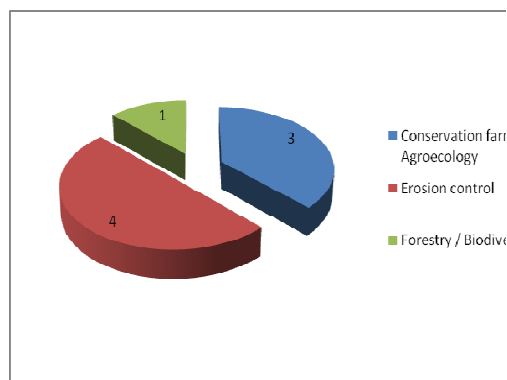


Figure 2- Principal focus of projects

## I-2. Detailed description of projects<sup>1</sup>

### A- Country Climate Change context

According to the CBA Country Programme Strategy, climate change is expected to increase average temperatures and reduce rainfall throughout the Kingdom of Morocco. Higher average temperatures and increasingly erratic rainfall threaten to augment the effects of drought and water scarcity, especially in areas where people rely upon agriculture for food and economic security. Increased erosion is also considered a possible impact of climate change.

The Initial (2001) and Second (2010) National Communications to the United Nations Framework Convention on Climate Change provides the following climate projections and impacts:

- Increase in annual mean temperature: +0,6°C, +1,8°C and +3,2°C (respectively by 2015, 2045 and 2075), with increasingly frequent and intense heat waves
- Trend towards reduction of mean annual rainfalls: -6%, -13% and -19% (respectively by 2015, 2045, 2075)
- Change and disturbance in seasonal rainfall pattern (shorter period of winter precipitation).
- More and more frequent and violent storms, especially North and West of the Atlas mountains
- Increase in frequency and intensity of droughts, especially in the South and the East of Morocco
- Reduced period of snow-cover (upward migration of the 0°C isotherm, and acceleration of snow melting)
- Decrease in cereal yields by 40% in dry years and 10% in normal years
- Increase in water needs for irrigated crops between 7 and 12%

### B- CBA focal zones & ecosystems

#### 1/ Oasis – Arid zones

South of the Anti Atlas & High Atlas mountains, 44 000 ha of Oasis extend in the Provinces of Errachidia, Ouarzazate, Tata and Guelmim, and further east, in the province of Figuig. 7% of Morocco's rural population (1 million people) live in Oasian context. Bordering the Sahara, Oasis have a critical ecological role, and are exposed to major risks including climate change. The local climate is Saharan, characterized by frequent sandstorms and strong winds, high temperatures in the summer (over 40°C in July-August). Rain is irregular and rare, with 90% of annual rainfall registered between October and March, typically in the form of increasingly violent rainstorms. Climatic observations over the last three decades (1976-2006) show intensified and increasing frequency of droughts and floods, due to climate change. These trends are expected to intensify in the future.



*The Tarmguiste palmeraie, severely impacted by increasing temperatures, diminishing overall rainfalls, and more and more intense extreme episodes (droughts, destructive rainfalls).*

*Photo UNDP GEF CBA – Anne-France Wittmann*

The traditional oasis farming system is organized around the date palmtree, which ensures protection of the soil and cultivations (vegetables, fodder, cereal) against the sun, represents the basis of the oasis ecosystem and livelihood. Natural vegetation is typical of arid environments, with Saharan acacia, argan tree and low formations (atriplex, artemisia, etc). Large open spaces are used by communities and pastoralists for cattle-breeding (especially goat and sheep).

Water scarcity and land degradation, as well as threats on local agro-biodiversity (palmgrove) are the main challenges in the region.

---

<sup>1</sup> Project impact data as of October 2012. Will be updated after final project evaluations.

## 2/ Mountain zone / Middle & High Atlas

The Middle Atlas mountains have a Mediterranean climate, with strong seasonal fluctuations. Located in the center of the country, the High Atlas mountain chain serves as a barrier between a typical northern Mediterranean climate and the desert climate of the Sahara. The climate can also be considered steppic at times. This unique position, in combination with a high elevation (2000+ meters), results in large weather fluctuations by season. Summers are usually very hot and dry, while winters can be extremely cold and humid.

The climate changes observed by the communities over the last 20 years include an increase in the frequency and intensity of rainstorms, reduced snowfall (in quantity and duration), increased drought and reduced water resources.

The region is subject to extremely difficult living conditions: rough climate, poor soils, strong isolation, poverty, illiteracy contribute to the communities' great vulnerability to climate change. Forest is the basis of livelihood for the local communities, who depend on cattle-breeding for their living. Forest species are exploited for pasture, but also as firewood and construction wood. The endemic and endangered *Juniperus Thurifera* tree can still be found in some areas. Green oak as well as a number of smaller bush vegetation are endemic as well.

Due to a number of factors, including climate change, the local ecosystems with great heritage value and strategic significance for local resources are today showing signs of degradation, which have been challenging their capacity to regenerate and their resiliency toward climate change, with increasingly degraded and devitalized land, and diminishing forest resources. For example, the *Juniperus thurifera* species, which has already been facing the risk of disappearing because of overexploitation and excessive pasture, is severely threatened by the impacts of climate change, which have further reduced its capacity for regeneration and has led to the development of parasites.

## 3/ Mediterranean Coast (Mountains)

The north-eastern region of Morocco has a Mediterranean climate, with hot and dry Summers and mild and rainy winters. With climate change, the variability of precipitations has been increasing, resulting in higher risk of catastrophes, such as floods, landslides and water erosion. Increasing temperatures generate strong soil evaporation, and result in water reserves decreasing drastically and many sources and rivers drying up. This lack of water leads to the abandonment of farmlands, a reduced vegetation cover, and therefore to increased erosion.

The lower coastal areas have been increasingly impacted by sea rising-related risks (storms, water salination). Higher altitude mountain coastal areas are characterized by fertile clay soil, degraded by erosion and salination. Ecosystem consists mainly in degraded forests and low formations.



*Alternance of Droughts and intense rainfalls have accelerated erosion in Coastal mountains (Boumaad).*

*Photo UNDP GEF CBA – Anne-France Wittmann*

### C- Communities & livelihoods

CBA has directly worked with and supported 9 natural resource-dependent communities (representing a total of 7500 inhabitants) in these three focal regions, through 8 projects (one of these projects supports 2 neighboring communities). An estimated 20 other communities have been indirectly targeted, through local dissemination. These communities all live on traditional crop-farming, fruit trees and cattle-breeding (mainly sheep and goat). Forest ecosystems are used for fire wood and fodder for cattle, with women mainly in charge of natural resource and forest management.

All communities are faced with an accelerated degradation of local environmental conditions, on which they depend for livelihoods. In the Oasis, diminishing water resources, degradation of palmgrove, and soil degradation has decreased the profitability of local farming, thus discouraging farmers (especially younger generations), and generating massive rural exodus, which further increases local vulnerability. In Mountain sites, forest ecosystems have faced strong degradation, both in terms of land erosion and biodiversity exhaustion.

Women represent the main vulnerable group, due to a number of factors, including: overload of daily work and responsibilities, limited access to critical resources (money, information and training, property of land...), limited mobility, lack of support programmes, limited participation in decision-making processes...

### D- Brief description of project approaches and impacts

CBA projects in Morocco have contributed to strengthen the resiliency of local ecosystems, through the implementation of erosion-control and soil regeneration measures. About 100 ha of degraded land have been rehabilitated, through forestry planting and conservation farming. Community-based erosion control infrastructures have been established, to reduce the impacts of devastating floods (water catchments, community-dams, ravine management) and to facilitate water infiltration for longer-term resiliency, in a context of increasing drought.

CBA projects have contributed to protect, rehabilitate and promote 10 significant species, including 6 forest tree species and 4 agrobiodiversity species (3 traditional and resilient species of palm trees, 1 rustic sheep species). CBA has also supported rehabilitation of traditional medicinal plants, and experimentation of 2 erosion-control forest plants (including pilot testing of Vetiver grass), and 2 resilient fodder seeds, tested in the Oasis context.

Water conservation and management has been improved through technologies and practices aiming at facing increasing droughts and more and more erratic and violent rainfalls. Adaptation strategies include: rehabilitation and protection of critical water infrastructures, collection and conservation of rainwater (water catchments and community micro-dams), pilot implementation of drip-irrigation (saving 60% of irrigation water) and dissemination of simple water & soil conservation techniques.

Through intense capacity-building and concrete piloting of simple cost-efficient techniques, CBA projects have increased the resilience of local farming and strengthened local food security. Conservation



*Resilient forest seeds are germinated in a nursery, before in-situ plantation, in Swit and Sremt.  
Photo UNDP GEF CBA – Julie Gassien*

farming and agroecology techniques (such as crop rotation and diversification, seed selection, drought-resistant species, mulching and soil conservation, natural fertilization...) have been promoted, tested and owned by community farmers, including women, resulting in regained interest for traditional kitchen gardens and subsistence crops.

CBA Morocco has also piloted a community-based climate risk management system, including the unique testing of a simple flood-detection technology, combined with weather observatories and capacity-building, aiming at supporting community anticipation and preparedness to face increasing disaster risks, particularly in mountain areas.

Over 1,000 community volunteers (including over 200 women and over 200 youth) have contributed to CBA Morocco project activities, providing time, labor, knowledge, leadership. Promotion of volunteerism throughout project design, implementation and monitoring has been a key element to ensure and sustain meaningful participation, and has powerfully contributed to social inclusion, by valuing each individual's contribution.



Figure 3 – CBA Project location map

## II- OUTCOMES AND IMPACT

### Outcome 1.

**Enhanced adaptive capacity allows communities to reduce their vulnerability to adverse impacts of climate risks from both incremental and discrete events<sup>2</sup>**

#### Indicator 1 - Reduction of vulnerability to climate change including variability

CBA projects have contributed to address some of the main underlying causes of vulnerability identified during VRA workshops. Projects have put strong emphasis on building and developing local capacities and ensuring equitable access to knowledge, information and training. Lack of these had indeed emerged as main obstacles to adaptation at community level, particularly for women. CBA-supported activities have contributed to reduce local vulnerability to climate change by allowing communities to better understand climate phenomena, to test and adopt new responses to climate challenges, to question some maladaptive practices. Between 700 and 900 community members (including over 200 women) have participated in awareness-raising and capacity-building activities throughout the projects.

Strong dependency on natural resources and lack of alternatives, as well as low economical and financial resources are also great challenges to community adaptation. CBA has enhanced the resiliency of natural-resource-based activities (through agroecology, conservation farming, resilient fodder etc), while supporting the communities in identifying alternative livelihoods and income-generating activities, which could in the future contribute to increase resilience and adaptive capacities of local communities.

However, with relatively small allocations and limited time-frame, CBA could not ensure full development of new activities, towards which communities will continue working with established project partners.

Finally, CBA has successfully and strongly contributed to increasing inclusive community participation, mobilizing over 1000 community volunteers and encouraging their contribution, thus strengthening global community capacities and valuing existing assets. Enhanced collective action and collaboration within communities have increased local self-confidence and autonomy, and have promoted them as actors, rather than victims. These aspects are also key to reduced vulnerability.

Communities' vulnerability towards climate change is complex and multifaceted and its reduction is a long-term process. CBA has contributed to this process in an efficient way, given the resources allocated, but its impacts will have to be consolidated and sustained, and should therefore be regarded with modesty.

#### Indicator 2 - Magnitude of global environmental benefits secured

With support from CBA and other partners, local initiatives have combated land degradation, by regenerating and fostering sustainable management of 100 ha of land, including 20 ha of farmland and 80 ha of forest land. CBA projects have thus contributed to soil fixation, erosion control, and have increased the resilience of local ecosystems.

CBA projects have contributed to protect, rehabilitate and promote 6 forest tree species (caroub tree, juniper tree, argan, acacia, green oak, ash tree), as well as 4 agrobiodiversity species (3 traditional resilient species of palmtrees, 1 rustic sheep species). Besides, CBA has supported rehabilitation of a number of traditional medicinal plants, and experimentation of 2 erosion-control forest plants (including pilot testing of Vetiver grass), and 2 resilient fodder seeds (sorgho and a specific variety of clover), tested in the Oasis context.



*Vetiver is a natural technology used for erosion control and climate change adaptation in Sidi Majbeur.*

*Photo UNDP GEF CBA – Adeline Aubry*

<sup>2</sup> Project impact data as of October 2012. Will be updated after final project evaluations.

A total of 14 community-based innovations have been tested and implemented to secure global environment benefits. CBA has supported 6 innovations aiming at enhancing water and soil protection, particularly with regard to farm land, which is a critical resource for partner communities. These include agroecology techniques, drip irrigation, palm-based composting, phytoremediation-based depollution of water for irrigation, testing of drought resistant fodder seeds, replacement of open-air traditional irrigation lines by underground canals.

Biodiversity conservation has been targeted by 2 innovations (rehabilitation of Juniper tree through pilot testing of cuttings; nursery to secure germination or growing of critical tree species before plantation).

Besides, the project has promoted 5 biological and mechanical innovations aiming at combating erosion and restoring forest ecosystems, including pilot testing of vetiver grass and rehabilitation of traditional medicinal plants for land regeneration, testing of nursery-germination of forest trees, restoration and improvement of traditional water catchments and mechanical ravine management to reduce the impact of floods and combat erosion. Additionally, the El Mouddaa project has tested an experimental flood-detection system, aiming at supporting community preparedness and improve disaster risk management in high altitude mountains.



*Community volunteers build ravine management infrastructures to reduce impacts from flash floods in El Mouddaa.  
Photo UNDP GEF CBA – Bruno Deceukelier*

### **Indicator 3 - Number of strategies adopted to address drought and other categories of vulnerability**

Increasingly frequent and intense droughts as well as more and more erratic and concentrated precipitations, leading to devastating floods, are Morocco's main climate change risks.

CBA has supported 15 context-specific strategies to address climate change risks, including 6 adaptation responses to drought and 4 responses to erratic precipitations and flash floods, as well as 5 combined strategies aiming at responding to complex and combined risks (alternative drought and flood episodes).

Strategies adopted to address drought include :

- Conservation farming & Agroecology : more resilient water & soil management / *Iguiwaz, Tarmguiste, Madania, Fondation Zakoura Education*
- Drought resilient species : traditional oasian palmtrees, adapted fodder species / *Iguiwaz, Tarmguiste, Madania, Fondation Zakoura Education*
- Water saving irrigation technologies / *Iguiwaz, Madania*
- Water source diversification to secure access to water even during drought episodes / *Iguiwaz, Tarmguiste*
- Water recycling and re-use in farming through natural filtration and depollution technologies / *El Mouddaa*
- Rehabilitation of degraded land through drought-resilient vetiver planting / *Sidi Majbeur*

Responses to increasingly erratic rainfalls and more and more intense floods :

- Rehabilitation of degraded land through agroforestry activities (planting and management) to reduce flood-related erosion / *Tarmguiste, Boumaad, Fondation Zakoura Education, Tafadna, El Mouddaa*
- Ravine management to reduce impacts of mountain floods / *El Mouddaa*
- Protection of critical community infrastructure (irrigation lines and water source) / *El Mouddaa, Boumaad*
- Community-Based Early warning system, piloting a Flood-Alert technology and implementing a community Disaster Risk Management communication programme / *El Mouddaa*



Combined strategies to respond to the alternate drought and floods :

- Greenhouse farming, including drip-irrigation, to ensure local food security during drought and to protect critical crops from floods / *El Mouddaa, Madania*
- Water collection and conservation, enhancing traditional collective water catchments / *Boumaad*
- Building of community dams for water collection & infiltration / *Tarmguiste, Boumaad, El Mouddaa*
- Regeneration of drought-resilient Juniper forest tree to contribute to erosion control and reduction of flood risks / *Fondation Zakoura Education*
- Mountainous climate resilient fodder to reduce community dependence on forest resources and contribute to erosion control and reduction of flood risks / *Fondation Zakoura Education*



*Resilient palmtree shoots are conserved in nursery, before replantation in the oasis (Laachoria)  
Photo UNDP GEF CBA – Abdelmajid BABAKHOUYA*

## **Outcome 2.**

### **National policies and programmes promote replication of best practices derived from CBA projects**

#### **Indicator 1 - Number of policies and programmes adopted or adapted on the basis of CBA experiences**

Over the course of the reporting period, 3 UNDP / Government programmes (Programme Oasis Tafilalet, Programme de Développement Territorial Sud, Africa Adaptation Programme) have incorporated CBA approaches and practices, building on 3 field initiatives in the Oasis region (Madania, Iguiwaz, Tarmguiste). Resilient farming practices and achievements from the Oasis Iguiwaz project are incorporated into a new local project supported by local government and UNDP / Government programme (PDTs), and are mainstreamed into the development of a national pilot project on resilient seeds, led by National NGO Terre & Humanisme.

Through robust partnerships established in the field, the Equator Prize Winning AMSING initiative has led to the incorporation of CBA practices in 2 government programmes or projects (Water and Forestry, National Meteorology Directorate) and will result in replication in 3 communities by the National Initiative for Human Development and Japanese Cooperation (in progress).

CBA lessons learned and activities are incorporated in at least 4 Local Development Plans, and will be further advocated for in at least 2 other Plans. A convention of partnership was signed between one CBA NGO partner and the High Commissariat of Water and Forestry, bridging local practices and national strategies. Moreover, at national level, the Ministry of Environment's Climate Change Matrix includes CBA considerations, which were part of Morocco's official message at RIO+20 ("White Book on Sustainable Development in Morocco").

#### **Indicator 2 - Number of policy makers engaged in the CBA project and process**

CBA Morocco has partnered with 8 local governments, as well as 3 UNDP / Government programmes, and 6 government institutions (ministries and agencies, and their extension services).

#### **Indicator 3 - Number of lessons compiled and disseminated within and outside the country**

CBA Morocco has ensured on-going capitalization of lessons learned as well as project achievements, promoting them through articles, portraits and contributions to UN reports and publications at national or global levels. In particular, CBA has contributed lessons learned from implementation towards the preparation of 4 national projects,

such as Morocco's Adaptation Fund proposal, that is currently in preparation phase (CBA's contribution focused on resilient farming, community water management, CBA methodologies). Besides, CBA experience in terms of biodiversity was included in the Project Identification Form "National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan in Morocco", which has recently been approved by the GEF. Good practices from CBA experiences were shared and incorporated in World Bank's "Community-Based Natural Risk Management" report, in preparation for their new project in Morocco. Lessons learned on Gender Mainstreaming in CBA projects were capitalized and shared with UN Women, as a contribution to the formulation of a future programme on Gender and Climate Change.

The country programme has specifically enhanced and promoted inclusive community mobilization, including gender mainstreaming and volunteerism, as essential factors to adaptation to climate change. Approaches to mobilize volunteers and engage communities in the projects (including VRA) have been shared with national partners as well as outside the country (International CBA Conferences, CARE Workshop, experience sharing with UNV Lebanon, etc).

### **Outcome 3.**

#### **Cooperation among member countries promotes innovation in adaptation to climate change including variability**

##### **Indicator 1 - Adoption or adaptation of practices piloted through the CBA project and process**

CBA Morocco has proactively and ongoingly participated in exchanges with the other country programmes, sharing lessons learned and drawing from other countries' experience on adaptation in arid zones and oasis (Niger), in mountain areas (Jamaica), on conservation farming (Namibia). Experiences from these countries have inspired field projects in Morocco, in the Oasis of Tarmguiste, Iguiwaz and Laachoria and in the Mountain El Mouddaa project.

The country programme has contributed to promote local experience and good practices at regional level, through communication with Arab States (SGP Syria and Egypt, UNV Lebanon) and through participation in relevant events in Africa. CBO grantee "Espace Rural Tarmguiste" promoted Oasian farming resilient practices at the Regional Workshop on Agriculture and Climate Change in Tunis (sept.2010), and at the "Comprehensive Africa Agriculture Development Programme" Forum in Ouagadougou (oct.2010). Besides, CBA Morocco shared field experience on gender mainstreaming with 45 CBA practitioners from 4 African countries, at the CARE International's Gender workshop.

As a contribution to global dissemination of adaptation practices, CBA Morocco has reached out to and developed project-based partnership on the ground with a number of international partners, such as the German Technical Cooperation, the US Peace Corps, the United States Forestry Services, resulting in a wide dissemination of CBA tools and methods. The country programme participated in the 5<sup>th</sup> CBA international conference (2011, Bangladesh) and promoted and supported a representative of a government partner (Ministry of Environment) for 6<sup>th</sup> CBA International Conference (2012, Vietnam).

Two CBA Morocco initiatives have contributed to global dissemination and influence. The Participatory Video "Tiwizi" produced by CBO partner in the Iguiwaz Oasis captured local experience and knowledge on climate change and promoted community volunteer mobilization for adaptation. Through global dissemination, the documentary has enhanced south/south dialogue, awareness raising and policy influence, including at major events such as the MDG Summit (2010) and COP16 in Cancun (2010). CBO Amsing won the UNDP Equator Prize (2012) and highlighted CBA results at RIO+20, promoting inclusion and volunteerism as main factors for adaptation to climate change.

## III- CO-FINANCING AND PARTNERSHIPS

### III – 1. History & methods of partnership building

CBA implementation in Morocco has focused on **concrete and solid partnership building, established during project design and consolidated during project implementation and monitoring**. Each project has been subject to participatory development, involving the relevant partners and mobilizing their concrete contribution, both in cash and in kind. CBA Morocco has proactively and on-goingly mobilized over 40 local, national and international partners. **A total of 1 042 000 cofunding (in kind and in cash) was raised, including 145 000 USD community contribution.**

The initial months of CBA implementation were dedicated to proactive promotion and contact with partners at national level (UNDP programmes, International cooperation agencies, other climate change adaptation initiatives). This campaign consisted in individual meetings with partners, and in formal presentations of CBA during regional workshops (North, High Atlas), as well as the dissemination of CBA Morocco brochure promoting the programme.

It resulted in partners proposing project ideas and identifying potential grantees from their network. Together with the partners, CBA Morocco implemented 8 project identification and assessment site visits (including initial VRAs), and met with the potential grantees, thus launching the project concept formulation process, which was then jointly led by CBA and partners (Programme Oasis Sud, ACCMA, GIZ, Fondation Zakoura Education...).

Each project has their own specific history, and each project development was unique, depending on the capacities of the grantees, the number and nature of partners as well as the nature of their involvement (technical, financial...). We ensured partners were always involved in all aspects of project (capacity-building activities, project formulation and design, community workshops, project monitoring...), and not merely fund-providers. This was achieved through intense and on-going mobilization and communication.

Partnership-building has been an on-going process, led by CBA Morocco with an effort to **ensure full ownership of CBA approaches, methods and activities by all the contributing partners, through a positive “learning-together” process, valuing each partner’s specific contribution**. Proactive efforts to involve partners in capacity-building activities, field missions, experience and lessons sharing, have strengthened country networks, and are expected to be **key to mainstreaming of CBA approaches and practices**.

### III – 2. Type of partners & Nature of partnerships

#### A- Project development & implementation

#### 10 Community-Based Organizations (CBOs) + 1 National NGO

*Association Espace Rural, Association TIFLIT, Association Sidi Majbeur, Fédération TAKMAT, Coopérative AL MADANIA, Association Fouss G Fouss, Association TAFADNA, Association AMSING, Association villageoise de SWIT AIT OUNIR, Association villageoise de SREMT, Fondation Zakoura Education (NGO)*

Project proponents / Grantees

Involved in project development and implementation as well as community mobilization

Added-value : direct involvement at grassroots level, concrete implementation of CBA activities

Challenges: low project management capacities (except national NGO), difficulties for timely implementation, community inclusion had to be built over the course of the project

#### **Programme de Développement Territorial du Sud (PDTS, former Programme Oasis Sud POS) – UNDP / Government programme**

Partners on 2 concrete projects (including in cash cofunding)

PDTS local staff ensures field support to our grantees for project implementation and monitoring

Excellent added-value for project implementation, community mobilization, reporting & communication with CBA Morocco

#### **Programme Oasis du Tafilalet (POT) – UNDP / Government programme**

Supported identification and development of 1 project

Provided technical support & capacity-building to grantee

In-cash cofunding

### **Local governments**

10 Rural Communes involved in project development & implementation, providing community mobilization support, technical support, in-kind or in-cash cofunding, and critical leverage for institutional partnership building

### **Extension services - High Commissariat on Water & Forestry and Desertification control**

Regional or provincial extension services were involved in 5 projects, to various extents : in-kind cofunding of tree-planting activities; support to project implementation; community capacity-building and training support to CBOs.

3 projects were developed within 2 National Parks, in close liaison with Toubkal National Park & Taza National Park teams, taking into account protected areas and involving communities in the sustainable management of protected resources.

1 project benefits from the support of the Water & Forest Research Center, in terms of scientific input and biodiversity protection experimentation.

### **Extension services - Ministry of Agriculture**

Provincial Directorates of Agriculture & Regional Offices for Agriculture Promotion partner with 3 of our projects, providing in-kind or in-cash contributions and community training.

### **US Peace Corps in Morocco**

Following active promotion of CBA towards US Peace Corps team and Peace Corps Volunteers (including facilitation of training workshops with Volunteers, as part of their service training), 2 projects were proposed by Peace Corps. Peace Corps led project development, mobilized communities, providing technical support for project design and implementation.

### **German International Technical Cooperation (GIZ)**

Led identification and development of 1 project concept, and participated in preparation of 2 full proposals (one project cancelled during proposal preparation). Provided technical support for formulation, implementation and monitoring, facilitated VRA workshops and community inclusive mobilization.

### **Adaptation to Climate Change in Morocco (ACCMA research programme) / National School of Forest Engineering**

The ACCMA programme was implemented in Morocco during 3 years, consisting in capacity-building and awareness-raising activities about climate change in Mediterranean coastal area. Through their field activities, the ACCMA programme identified 4 pilot sites / grantees, where CC Adaptation activities could be furthered by concrete CBA initiatives.

Together with CBA Morocco, ACCMA led the formulation of 4 concepts, implementing participatory assessment methods (including VRA). 2 of these concepts led to planning grants and full projects.

## **B- Expertise & training**

Partners have contributed technical input and expertise to project development and implementation, and have ensured capacity-building of grantees and communities.

### **Government institutions**

#### **-Water & Forestry extension services**

Capacity-building

Natural resource management, planting techniques / Biodiversity protection & Erosion control

#### **-Agriculture extension services**

Capacity-building / Resilient farming & resilient irrigation systems : enclosed water canals, drip irrigation

#### **-National Institute for Agronomic Research**

Technical input in project development / Oasian farming

#### **-National Department of Meteorology (Secretary of State for Water and Environment, at the Ministry of Energy, Mines, Water and Environment)**

Technical support to project development & implementation (community early warning system)

Capacity building

#### **-Agency for the Souss Massa Draa Watershed Management (government)**

Technical support to project development & implementation (erosion control and ravine management)

### **NGOs**

#### **-Local NGO « Association d'Azilal pour le Développement, l'Environnement et la Communication »**

Community mobilization support / Workshop facilitation / Inclusion & gender mainstreaming

#### **-National NGO Terre & Humanisme**

Training & technical expertise regarding agro-ecology and resilient farming

#### **-National NGO Targa Aide**

Training of grantees on community-based disaster risk management

### **International cooperation agencies**

#### **-US Peace Corps in Morocco**

Environmental expertise in the field / Community capacity building & awareness-raising

#### **-GIZ**

Technical expertise on Climate Change Adaptation methodologies / Climate proofing

Biodiversity & Erosion control / Sustainable community water & sanitation activities

Community training and mobilization

#### **-United States Forestry Services**

Technical expertise on soil bioengineering in High Atlas

Organized & facilitated a subnational workshop on resilient rural roads, involving local communities, local governments and extension services

### **UN organizations**

#### **-UNDP CO (Environment Unit)**

Training of grantees and other partners regarding Climate Change, mitigation and adaptation

#### **-United Nations Information & Center**

Training of grantees and other partners on Communication and Advocacy

### **C- Advocacy, mainstreaming & policy influence**

Strategic partnership building with government institutions, international cooperation agencies, UNDP programmes, research institutes, has been a critical factor in dissemination and mainstreaming of CBA at local, national and global levels, and in informing and influencing policy and programmes.

**10 Rural Communes (local government)** : strong potential for mainstreaming of lessons learned in Local Development strategies. 4 Communes have been particularly involved in the projects, with solid interest in capitalizing and disseminating CBA approaches and practices

**High Commissariat on Water & Forestry and Desertification control** : signature of convention with one of our grantees, thus giving high visibility to CBA approaches and practices, and mainstreaming them into institutional strategy and methods

**Ministry of Environment / Climate change unit** : Promotion of CBA best practices for mainstreaming in Climate Change matrix; Knowledge and experience sharing during meetings and events

**National NGO Targa Aide** : Incorporation of lessons learned into local development planning / Experience sharing in terms of Disaster Risk Reduction

**World Bank in Morocco** : Presentation and promotion of CBA approaches and methods, as well as concrete projects. Knowledge & experience sharing. CBA pilots were incorporated in a World Bank report benchmarking community involvement in disaster risk management (basis for future project in Morocco)

**US Peace Corps in Morocco** : shares many of CBA values, including voluntarism, community mobilization, inclusion and capacity-building. CBA projects have benefitted from PC Volunteers' presence and strong integration in rural communities, as well as their technical capacities and creativity in the field. The partnership is based on proactive joint action, field visits (including official site visit involving country director, together with representatives of UNV HQ), training sessions and focus groups with Volunteers on CBA approaches and methods. PC Volunteers and PC staff were trained in CBA project development and monitoring, including VRA, resulting in the mainstreaming of CBA practices in Volunteers' field work. However, in 2011, Peace Corps global strategy was reoriented towards youth development, and environmental activities are progressively closed, thus reducing the avenue and interest for CBA mainstreaming.

**Africa Adaptation Programme (Oasis) – UNDP/Government programme** : 3 CBA projects are implemented in the AAP geographical zone, and are incorporated in AAP strategy. Regular exchanges on CBA best practices and lessons learned for dissemination and mainstreaming

**UNDP CO** : Proactive information sharing with CO / promotion of CBA results and achievements. Concrete contributions to UNDP meetings, workshops, reviews

**UN Women in Morocco** : Production of a note capitalizing on CBA best practices regarding gender mainstreaming, to be incorporated in future project focusing on Gender & Climate Change.

**Food and Agriculture Organization in Morocco** : Presentation and promotion of CBA approaches and methods, as well as concrete projects. Knowledge & experience sharing / Cross-networking in the field (putting our respective partner NGOs and CBOs in contact)

**CARE International** : CBA Morocco contributed to global partnership building with CARE, through knowledge and lessons exchanges, as well as proactive participation in CARE Adaptation Learning Programme's learning workshop on Gender & CBA (2011). Promotion of SPA-CBA tools and methods for gender mainstreaming. Visibility of our programme through CARE publications following the workshop.

## **IV- MAINSTREAMING, TRANSITIONING / PHASING IN, UPSCALING AND REPLICATION**

### **IV – 1. Up-scaling, Replication and Mainstreaming Strategy**

Intimately linked to partnership building and networking, CBA Morocco's approach towards replication, transitioning, up-scaling and mainstreaming of projects, lessons learned and best practices, has been a ongoing process based on intense and proactive mobilization of partners, and their concrete involvement throughout the course of the project ("learning by doing & learning together" approach).

The rationale behind this approach is two-fold:

- First, given the CBA project's minimal human resources, multipurpose activities has allowed to achieve, at the same time : project development, implementation and M&E, and promotion of CBA lessons and methods for further mainstreaming of up-scaling.
- Second, since CBA is a pilot, mainstreaming of best practices and lessons learned should be based on "first-hand" experience by partners, in order to ensure ownership of the approach. Therefore, we considered the partners involved in our field projects as the primary channel for CBA advocacy towards potential replication and mainstreaming.

The sharing and learning process that for dissemination of CBA approaches, methods and achievements, comprises the following component :

- Capacity building of partners
- Knowledge production and dissemination
- Promotion of CBA methods and approaches during relevant events

#### **A- Mainstream CBA approaches and methods through Capacity-Building activities**

The capacity-building efforts led by CBA Morocco were mostly "project-based", involving the project stakeholders and partners and tailored to their needs and priorities. "Project-based" training could be formal (classroom sessions and exercises) or informal (field training).

CBA provided all field project partners with informational and methodological "hands on" field training regarding the main features of CBA approach (climate change and adaptation, VRA, Inclusive Community mobilization, Gender mainstreaming support, youth mobilization, volunteerism, leadership), based on the concrete grassroots situation, assets and challenges. This facilitates concrete ownership of CBA and immediate practice, which is key for mainstreaming. For example, over 20 field partners were trained in using the Vulnerability Reduction Assessment tool, and actively participated in the organization and facilitation of the VRA workshops.

Two 1-day capacity-building and discussion workshops were organized and facilitated for 2 different projects under development. These activities contributed to disseminate CBA approaches, methods and tools, and to mainstream them in the practices and work of over 10 project partners, including Water & Forestry extension services and the Social Development Agency (government).

A 4-day national capacity building & experience sharing workshop was organized in November 2011, gathering 35 participants (1/3 women) representing most of our field partners, and some key institutional partners. The workshop was fully facilitated in Moroccan Arabic, and based on participatory activities, to ensure involvement of participants and proactive experience sharing. It was tailored to address the needs of field partners, in terms of CBA implementation, and included the following aspects : climate change and adaptation, community mobilization, volunteerism and gender mainstreaming, project monitoring & evaluation (including VRA, IAS and adaptation indicators). A specific communication, advocacy and policy influence session supported field partners in promoting their initiatives, thus contributing to local mainstreaming and dissemination (for example : achieve policy influence through advocacy during local meetings; social & media outreach...). Besides, the workshop involved 9 volunteer facilitators representing country partners (UNDP CO, UNIC, UNV, Ministry of Environment, Programme Développement Territorial Sud, National NGOs...), which further contributed to CBA ownership at national level.

Furthermore, CBA conducted training disconnected from actual CBA projects, upon specific requests from partners. For example, in partnership with the GIZ, CBA prepared and facilitated a 1-day participatory training workshop on SGP / CBA project development, providing 20 community-based organizations with practical project assessment and formulation tools.

CBA also facilitated 3 training sessions with 2 groups of Peace Corps Environmental volunteers, thus reaching out to over 50 volunteers, and training them on CBA approaches, CBA project development, inclusive community mobilization. Capacity-building of PC Volunteers has allowed to disseminate and mainstream CBA in their daily field work, thus contributing to include adaptation preoccupations in the support that they bring to local communities, and to encourage the development of CBA activities (outside of our pilot). A total of 6 Peace Corps Volunteers have been concretely involved in our project sites, and have also contributed to further disseminate our approaches through their own networks (mentoring among volunteers, community-to-community inspiration).

## **B- Knowledge production and dissemination**

Production and dissemination of knowledge tools has been key to nourish and fuel CBA advocacy and promotion towards mainstreaming. Knowledge production has focused on CBA tools and approaches, VRA, volunteerism, gender mainstreaming, as well as concrete adaptation solutions experimented in the project.

Knowledge products include: project fact sheets, portfolio summary, articles and issue briefs, contributions to national or global reports, training modules, CBA presentations, mission reports and photo reports, participatory video.

For example, in order to foster ownership and mainstreaming of the VRA tool, CBA Morocco has prepared a VRA toolkit, including a one-page presentation of the tool, a training presentation of the tool, as well as simple guidelines in French and Arabic.

The knowledge products have been disseminated through CBA country and global networks (via email, website, workshops and conferences...).

## **C- Promotion and visibility of CBA projects and programme**

CBA Morocco has ensured strong visibility of projects and programme by proactively promoting and representing the programme, at sub-national, national, regional and global levels.

Formal presentations of CBA Morocco have been made during a number of workshops in Morocco: 5 presentations at subnational stakeholders workshops, and 5 presentations at national CC & Adaptation workshops (UNDP, Government, GIZ etc.) CBA Morocco participated in UNDP CO meetings and reviews, and was contributed 4 articles to UN Morocco Newsletter.

At regional level, CBA participated in the Regional Arab Forum on Climate Change (2010); contributed to UNDP EEG COP in Damascus (2010) by preparing a presentation and sharing CBA lessons with SGP National Coordinators of Syria and Egypt; participated in a teleconference with UNV Programme Officer in Lebanon to share CBA experience and methodology; liaised with GIZ colleagues in Tunisia about the VRA tool.

CBA Morocco was also promoted via African networks, such as Africa Adapt network (website, Sharefair in Addis Ababa). Our Tarmguiste CBO partner participated in the Regional Forum on Agriculture and Climate Change in Tunis (organized by Maghreb Farmers Union), and in the Comprehensive Africa Agriculture Development Programme Forum in Ouagadougou (2010), promoting CBA approaches and civil society involvement in Adaptation to climate change.

At global level, CBA Morocco contributed to a number of UN reports and knowledge products, thus participating in the global visibility of the programme, including : UNV MDG Arab States report (2009), UNV annual reports 2010, 2011, 2012, UNDP success story (2010), Global video on CBA (presented at MSG Summit 2010).

Besides, several CBA Morocco local projects have been promoted at national and global levels. 3 projects were featured in a French TV documentary on Climate Change in Morocco (“Sale temps pour la planète”, France 5, 2010). 1 project has been chosen as a “success story” for UNDP contest (2012).



Moreover, two specific projects have gained national and global visibility, thus contributing to highlight specific adaptation responses and promoting inclusive community mobilization as key to adaptation to climate change :

**IGUIWAZ project (CBO Tiflit):** produced a inclusive participatory video, which was disseminated throughout CBA networks in Morocco and at global level, including at the MDG Summit (New York, 2010), COP 16 (Cancun, 2010 – Development and Climate Days film festival). The video also contributed to knowledge sharing among the CBA pilot countries.

**EL MOUDDAA project (CBO Amsing):** won the UNDP Equator Prize 2012, and represented CBA at the RIO+20 Earth Summit. A number of communication products were prepared to cover the event (press release, issue brief, article in UN Morocco newsletter...) and the award was featured in a national TV documentary “The Green Challenge”. The award has generated much interest for CBA and for community involvement in sustainable development and climate change adaptation. In Morocco, the Ministry of Environment has incorporated the Amsing experience in its “Livre blanc du Développement Durable au Maroc” (White Book on Sustainable Development in Morocco), capitalizing on 20 years of sustainable development experiences, and presented at RIO+20. Even before winning the Equator Prize, the AMSING project was promoted in a UNV video prepared for the International Year of Volunteerism +10 and International Volunteer Day 2011.

#### **IV – 2. Projects up-scaled or transitioned into ongoing projects or processes**

CBA Morocco’s proactive and on-going mainstreaming strategy has resulted in the replication, up-scaling or transitioning of a number of projects, approaches or activities, by CBA partners.

**The Equator Prize winning AMSING project is CBA Morocco’s most prominent example of up-scaling and transitioning into partners projects.** Indeed, the AMSING project has established a number of robust partnerships, that have resulted in the pilot CBA project being :

- chosen by the National Meteorology Directorate (Government) as a pilot site for community early warning systems, providing a basis for future replication and up-scaling
- chosen by the GIZ AGIRE project (Integrated Water management Programme) as a pilot site for innovative community-based sustainable water and sanitation techniques
- chosen by the United States Forestry Services to host a sub-national workshop on Climate-Resilient Rural Roads, reaching out to local communities, local governments and extension services
- replicated and up-scaled in a multi-site project funded by the Japanese Cooperation and the National Initiative for Human Development (3 communities).

Three CBA projects developed and implemented in Oasis communities have been incorporated and transitioned into 3 **UNDP / Government programmes** (Programme Oasis Tafilalet, Programme de Développement Territorial Sud, Africa Adaptation Programme), benefitting from further technical support and capacity-building, as well as robust networks for project sustainability. Besides, at least one community project has been developed by the Africa Adaptation Programme, replicating the CBA Madania initiative aiming at reducing oasis farming vulnerability.

Following the concrete field results of CBA project in the Oasis of Iguiwaz, including the increased resilience of oasis farming, local women have started organizing themselves in order to develop **a new community project** aiming at producing, conserving and selling local resilient traditional seeds. This project will strengthen and sustain CBA achievements, and will partner with Local Government as well as the UNDP / Government Programme de Développement Territorial Sud, and could be supported by GEF-SGP. Besides, the Iguiwaz women group was selected to be part of a **national pilot project led by national NGO Terre & Humanisme**, aiming at promoting and conserving local seeds while supporting women seed-keepers. This provides a very promising **transitioning for the current CBA project, and will contribute to its sustainability.**



*Women engage in conservation farming in Iguiwaz. Photo UNDP GEF CBA – Baptiste de Ville d'Avray*

The CBA Madania project has been participating in the national Terre & Humanisme **training of trainers** on agro-ecology, which has given the local CBO the tools and methods to further disseminate the best practices of their project, and planting the seeds for future replication and up-scaling in the Oasis region.

Two CBA projects have been developed in partnership with the Toubkal National Park, and have been transitioned into the Park's **landscape development strategy**. One of the two projects had to be cancelled due to local issues, but the lessons learned from project development have been mainstreamed by the Park and capitalized for further community projects.

CBA NGO partner Fondation Zakoura Education project signed an official partnership with the High Commissariat on Water & Forestry, thus formalizing CBA project's **incorporation into the Water & Forestry extension services research programme** on the endangered Juniper tree species. One of this CBA project expected results is to identify and prepare the basis for future income-generating activities, that will be **transitioned into the Social Development Agency (Government) programme of intervention**.

Three CBA projects were developed within the **GIZ PRONALCD project** (Protection of Nature and Desertification control), in 2 National Parks, and CBA methods and approaches were mainstreamed into the PRONALCD approach, for further replication. Two of these three projects had to be terminated early due to community issues, thus reducing the avenue for up-scaling. The PRONALCD closed late 2011, and its lessons learned incorporated in a new GIZ Adaptation programme.

US Peace Corps in Morocco has incorporated CBA approaches to support local initiatives, which has led to the **formulation of at least two projects building on CBA methods**. However, the potential for further replication with Peace Corps has decreased drastically with their new institutional strategy which does not include focus on environmental issues.

### IV – 3. Lessons and best practices integrated into policies and programmes

Over the course of CBA implementation, a number of contributions have been made to promote best practices and lessons learned from the field, in terms of approaches, methods and adaptation solutions. Monitoring the concrete impact of such contributions is challenging at this stage, since the development of policies and programmes are longer-term processes.

Several achievements in that respect can nonetheless be cited, as well as avenues that have been prepared for integration of CBA lessons learned into policies and programmes.

**Local strategy design has been one of the main avenues for policy influence**, in the current context of institutional decentralization in Morocco. CBA has proactively mobilized local governments since project design and has built the capacities of CBO/NGO partners in terms of communication and advocacy, in order for them to fully participate in local debate and to contribute to the preparation of the Local Development Plans. This has resulted in CBA lessons learned and activities being **incorporated into 6 Local Development Plans**. In the North of Morocco, the two CBA projects implemented in Boudinar are included as key components of the Commune's strategic objective to reduce natural disaster risk and to adapt to climate change; the projects are incorporated in the Local Plan's results matrix, under the Environment and Sustainable development outcome. The Rural Commune of Toubkal is currently building on the AMSING CBA project (Equator Prize winner), and will capitalize on the results of pilot community-based climate risk management, to incorporate adaptation to climate change in the Communal Development Plan. As a result of strong linkages between CBA and the Africa Adaptation Programme in Morocco, the Rural Communes of Fezna and Asrir (pilot AAP Communes), where 2 CBA projects are implemented, have incorporated Adaptation to Climate Change in their local strategy, building on the lessons learned from the Madania and Tarmguiste CBA experiences.

The NGO Fondation Zakoura Education is advocating for inclusion of Community-Based Adaptation to climate change in the **2014 review of the 2 Communal Development Plans of Ait Mohammed and Tabant**, through stakeholder workshops and project results monitoring and sharing.

Incorporation of Adaptation to Climate Change in local planning is one of the main objectives of the new **GIZ-led adaptation programme**. The **GIZ is building on their partnership with CBA** (among other partners) and on the lessons learned from our programme to develop pilot processes and tools to foster inclusion of ACC in the Rural Development Plans.

Acting as a strategic bridge between local and national levels, an official convention was signed by CBA NGO partner Fondation Zakoura Education with the **High Commissariat on Water and Forestry**, formalizing the involvement of the High Commissariat and its extension services in a pilot adaptation initiative focusing on forestry protection and natural resource management. The convention paves the way for the mainstreaming of CBA approaches in forestry programmes.

**CBA was part of Morocco government's official message and presence at RIO+20 Earth Summit**, through a short video presenting the CBA Iguiwaz results, and through the CBA Amsing incorporation in the Ministry of Environment's "Livre Blanc du Développement Durable au Maroc" (White Book on Sustainable Development in Morocco), capitalizing on 20 years of sustainable development experiences, and presented at RIO+20.

This reflects on the efforts led by CBA Morocco and partners to promote their achievements towards policy influence at national level. **CBA input was shared with the Ministry of Environment towards the design of the National Climate Change Matrix**, advocating specifically for community mobilization for adaptation, gender inclusion in adaptation measures and capacity-building at all levels. Some further avenues for integration of best practices in governmental programmes and policies are the incorporation of climate change adaptation, and particularly community-based adaptation, into the **National Initiative for Human Development (INDH) and into the "Plan Maroc Vert" (National Agricultural strategy)**. CBA has contributed to advocate through active participation in workshops and meetings, and through promoting CBA tools, methods, approaches and results (UNDP, FAO, GIZ etc).

CBA has contributed lessons learned from implementation towards the **preparation of national projects**, such as Morocco's Adaptation Fund proposal, that is currently in preparation phase. Besides, CBA experience in terms of biodiversity was included in the Project Identification Form "National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan in Morocco", which has recently been approved by the GEF. Good practices from CBA experiences were shared and incorporated in World Bank's "Community-Based Natural Risk Management" report, in preparation for their new project in Morocco. Lessons learned on Gender Mainstreaming in CBA projects were capitalized and shared with UN Women, as a contribution to the formulation of a future programme on Gender and Climate Change.

**At regional level**, CBA grantee participated in two forums on agriculture and climate change, and contributed to the formulation of priorities and recommendation for policy influence in Africa (Comprehensive Africa Agriculture Development Programme Forum).

## V- LESSONS LEARNED AND CHALLENGES

### 1- Country programme strategy preparations

Country programme strategy was prepared in 2008 through a consultation process led by GEF-SGP, and involving the National Steering Committee members and key strategic national stakeholders: Ministry of Environment, Ministry of Agriculture, Social Development Agency, National Agronomy Research Institute, National Forestry School, Climate Change experts, UNDP Country Office and UNDP Programmes.

This process has ensured ownership by main partners and alignment on country priorities and programmes. Given the overall vulnerability to climate change in the country, it was challenging to define exclusive focal areas, which is why the CPS covers a rather wide range of thematic areas.

Preparation of the strategy started in October 2007 and finalized in May 2008.

### 2- Project formulation and development

Project formulation and development started in 2008 and was terminated in 2011. It was a long process, which focused on quality and sustainability factors such as: inclusive mobilization of all stakeholders, to ensure ownership of CBA approaches and solutions; “on the job” capacity building of grantees and partners; thorough context assessment and design of tailored responses, taking into account local knowledge (gathered from the community, including Vulnerability Reduction Assessment workshops) as well as technical & scientific expertise.

Building on SGP practices, the approach taken by CBA in Morocco was to partner directly with Community-Based Organizations in order to reach out to the most vulnerable and to lead the implementation of pilot CBA methods in the field, while ensuring meaningful participation of community volunteers as well as institutional partners. This approach was challenging and time-consuming, since CBOs have low capacities and require intense support. **However, it produced powerful results in terms of meaningful participation, inclusion, ownership and sustainability, and has contributed to build the capacities of grantees and other partners.**

**The main challenges encountered is the tight timeline of our pilot programme, combined with the necessity to create our methodologies and our approaches, in a field (CBA) that is still experimental.** The adaptation reasoning, which requires to think forward (SPA-reasoning) has been challenging to convey in the field, where communities are primarily focused on baseline issues such as employment or access to education and health.

Regarding the CBA project development cycle, we found that planning grants have significantly increased delays by at least 6 months (sometimes over a year), requiring much management and procedures (low cost-efficiency). The 3 of our projects which didn't use a planning grant were designed in a more time-efficient way.

Project writing should in the future be facilitated. Indeed, the project proposal template has proven challenging for partners to work on. Beyond a pilot, and in order to ensure access to CBA funding to grassroots organization, it is recommended to simplify it, and to translate it into local languages.



*Community volunteers and project team measuring plantation site  
Photo UNDP GEF CBA – Anne-France Wittmann*

### 3- Project monitoring and evaluation

Quality project implementation by CBO and NGO partners in the field has required proactive, on-going and tailored M&E support by CBA officer, including: technical support, activity planning, securing necessary expertise (consultants, partners...), community mobilization, communication, monitoring of indicators, budget management and reporting. Project M&E has been implemented through site visits, meetings, distance-support, and on-going capacity building. A specific M&E training session (one day) was facilitated during national CBA capacity-building workshop, addressing M&E tools (logframe, budget, calendar), indicators, project governance and responsibility sharing for participatory M&E etc.

Each project document includes a M&E plan, composed of a detailed logframe, sets of indicators as well as organizational aspects (project management).

The Vulnerability Reduction Assessment “multipurpose” tool has been a key aspect of CBA project design, community inclusive mobilization and project monitoring. It has proved very precious in collecting local knowledge and experience of climate change, analyzing local issues and designing adaptation responses, while taking into account the points of view of all community groups (in Morocco, for cultural purposes and to ensure women participation, separate workshops were organized for men and women). In the course of the project, the VRA has allowed to assess the involvement of the community in the project and to identify bottlenecks in terms of project implementation.

However, it has been challenging to gather the quantitative data (scores) in a consistent and scientific way. To do so, it would have been necessary to have exactly the same participants, and the same facilitators, which was not always the case. Besides, participants have been reluctant to vote on the VRA scores and preferred to discuss amongst themselves before voicing the general majority opinion. Furthermore, rating the damages caused by climate change is very difficult for community members, who have just, over the course of the workshop, detailed the negative impacts of climate change. VRA workshops are intimately linked to the immediate context: if the season has been bad, people would feel more vulnerable, regardless of the impacts of the project. These challenges explain why in some cases, mid-term vulnerability was actually higher than initial vulnerability.

In order to nonetheless ensure implementation of the VRA tool, and to collect qualitative data all CBA Morocco project partners have been trained in using the VRA, through on the job capacity-building sessions and dissemination of a VRA toolkit.

One of the challenges encountered is the complexity of our M&E system, which has been discussed as early as the UNV workshop in Dakar (Aug.2010). The UNDP-GEF SPA CBA project monitors four different sets or indicators: the UNDP Adaptation Indicators, the SGP’s Impact Assessment System (IAS), the VRA, and Volunteerism indicators. The CBA M&E system has been built as a patchwork of the partners’ requirements, which has been challenging at project level where NGOs and communities need to monitor these requirements. CBA grantees and partners find our M&E system difficult to understand and implement. The CBA project proposal template does not connect the four levels of indicators with the project logframe, and the indicators are therefore not directly related to the project activities/outputs/outcomes, which makes them abstract.

During project design and proposal writing, CBA Morocco has put much effort in trying to integrate the various sets of indicators within a log-frame analysis approach, connecting indicators with concrete project outputs, so that they can easily be measured at activity or output levels. During implementation, we have focused on capacity-building, to support partners in monitoring the indicators.



*Drip irrigation technology tested in the Iguiwaz Oasis, to improve water management in a context of increasing water scarcity.*

*Photo UNDP GEF CBA – Baptiste de Ville d’Avray*

CBA Morocco has promoted and supported participatory M&E methods, in order to facilitate community involvement in project M&E and to enhance inclusion of vulnerable groups (particularly women and youth). Participatory video training and production in the Oasis of Iguiwaz has been a successful way to mobilize the community in project M&E. CBA has supported the purchase of digital cameras for project M&E, and has trained grantees in using them and in producing photo-stories. Most grantees have been successfully using technology as a way to foster participation in project M&E.

Building on SGP experience, CBA has advocated for participatory project governance, through the constitution of local project committees. Grantees have been supported and trained to establish inclusive M&E structures, mobilizing all community groups. Some successes can be highlighted, including the AMSING project, where women and men, youth and elders are involved in project implementation and governance. However, local project committees have generally not been very efficient in project M&E and governance, due to limited capacities of the grantees to facilitate local consultation. It will be essential for future project sustainability to design concrete modalities that allow meaningful and equitable local participation not only in project design and implementation, but also in M&E and governance.



*Women participating in VRA workshop in El Mouddaa  
Photo UNDP GEF CBA – Anne-France Wittmann*

#### **4- Community mobilization and social inclusion**

Inclusive community mobilization is one of CBA's **guiding principles of action and tools for achieving equity and sustainability**, which are key elements for long-term adaptation. Inclusion is based on the acknowledgement that everyone has something precious to contribute, and that the efforts of the community are reinforced if the project gives a space to everyone in the project, especially the most vulnerable.

Inclusive participation has been one of CBA's main objectives, but some challenges have been faced in the field. CBA promotes and recognizes communities as active partners, when they are often considered beneficiaries. This recognition has required intense sensitization of all partners, including the grantees and the communities themselves.

In each project site, **tailored solutions were discussed and piloted with the local partners, in order to enhance and strengthen inclusion, and particularly gender mainstreaming**. Inclusion is a process which starts with participatory project inception and design, through community workshops and focus groups. In all projects in Morocco, **specific women workshops** were organized, allowing women to share their own experience of climate change, and incorporating their needs into the projects. The **Vulnerability Reduction Assessment** tool has proved an efficient tool for inclusion, being a flexible, easily accessible and solution-oriented tool. Thanks to the VRA project activities were planned so that women's (and other specific groups) vulnerabilities and needs are addressed.

Fostering mobilization of women or other vulnerable groups, has required to build on their social practices, and to take into account their schedule and the places where they can appropriately meet. Besides, it is essential that project activities, including meetings, are efficiently planned so that the project doesn't add additional burden, especially for women whose workload in the community is often heavy. Multipurpose activities are preferred. Community members are always ready to participate **if they are promoted and respected, and if their needs are accommodated**.

The lessons learned from the projects show that **vulnerable groups are most likely to participate if they were also involved in project governance and decision-making, which has been a major challenge**. During project design, it was agreed with grantees that all community group should be included in project governance and monitoring. Inclusion and gender have been mainstreamed in project documents, and specifically in each project's M&E plan and decision-making structure. However, in practice, this has been difficult to achieve, due to a number of factors, including the **lack of capacities of grantees in terms of inclusive mobilization, or the cultural challenge for women participation**.

Access to **knowledge and capacity-building** are also key elements for inclusive participation, and have been the priority needs expressed by the most vulnerable groups (youth and women). CBA projects have put strong emphasis on local capacity-building, in participatory ways, privileging concrete “hands on” approaches. CBA Morocco has also focused on **building the capacity of local partners in terms of Inclusion**. During the National CBA workshop, one full day was dedicated to inclusive mobilization, with a specific focus on Gender mainstreaming (through group exercises, discussions and drawings). The challenges met in the field were discussed and culturally appropriate solutions were drafted. The workshop was also an opportunity to sensitize CBOs about their responsibilities and duties in terms of mobilization, equity and sustainability, and to raise awareness about Human Rights approach.

Some inclusion good practices and success stories:

- **The El Mouddaa project offers some good practices, where youth and elderly have joined and shared responsibilities, building on each group’s specific potential and capacities.** Women have also been meaningfully involved in all aspects of the project. Successful inclusive mobilization is one of the main elements that granted the CBO its Equator Prize Award.
- Other inclusion success stories include the **participatory video “Tiwizi” produced by the community of Iguiwaz**, where creative hands-on activities have allowed to generate constructive debate in the community as well as to foster participation of all members of the community, especially women and youth. Intergenerational transmission has also been strengthened in this community, encouraging rich dialogue between youth and elderly, and ensuring ownership by all community members. Women’s participation in participatory video activities has supported the emergence of women leaders and has fostered women inclusion throughout the entire CBA project and beyond, since **women are now designing a new resilient farming project that will pursue the CBA efforts in the community (and are contributing to CBA mainstreaming since their project is part of a national initiative).**
- The Fondation Zakoura Education CBA project has established **inclusive Forest Resource Management Committees in 2 communities, where women represent 1/3 and 1/2 of members.** This excellent result was achieved through intense awareness-raising and capacity-building in the field.

CBA Morocco has consistently **promoted and mainstreamed Community Inclusive mobilization, including gender mainstreaming**, in all communications, presentations, contributions, at national and global levels (ex. Presentation about Community Contribution to Adaptation at the 5<sup>th</sup> international CBA conference; presentation on gender & inclusion at CARE Workshop...).

### 5- Working with individual volunteers and/or volunteer groups

CBA carries a positive, action-based, and motivating spirit, through the recognition of all contributions as precious for adaptation, and through promotion of volunteerism as a powerful factor of inclusion and engagement of all. Through volunteerism, communities are actors of their own development, rather than passive victims of climate change, or beneficiaries. Concrete involvement of communities throughout their project is key to project sustainability and long-term adaptation.

This approach was very new to most of our partners, and has been a powerful factor of adhesion at community level, especially since it **allowed to enhance some traditional solidarity practices, while readjusting them to today’s challenges and necessities** (social inclusion, women and youth participation...).

Volunteerism has proved essential in project design and implementation, with individual volunteers contributing time, labor, tools, knowledge, skills, leadership.... CBA has mobilized over **1000 individual** volunteers



*Community volunteers plant forest trees to contribute to regeneration of degraded mountain land.  
Photo UNDP GEF CBA – Said ZIRRI*



(local, national and international; formal and informal), in an inclusive way, and has recognized community volunteer contribution as in-kind cofunding : a total of **145 000 USD for the entire portfolio, which represents over 10% of total project budget in CBA Morocco.**

**In order to motivate and mobilize community volunteers, it has been necessary to be creative in finding ways that CBA project can recognize and value volunteers** (training, social events, promotion as role models or leaders...). CBA Morocco has encouraged and supported local partners to organize community volunteer celebrations (for International Volunteers Day etc), community meals and outings, festive gathering, as well as inclusive trainings. As a way to encourage volunteers and thank them for their commitment, 1500 bags promoting “volunteers for adaptation to climate change” were produced and distributed to CBA community volunteers. Participatory video activities have also been a very creative and positive way to mobilize community volunteers (250 days of volunteerism were contributed by local, national and international volunteers, for the TIWIZI documentary project).

Through CBA activities, volunteer leaders have emerged, taking responsibilities, mobilizing and valuing others, mentoring... **CBA has supported them and built their capacities** (including at CBA National Training Workshop, where 1 day was dedicated to community mobilization, including promotion of volunteerism; besides, 9 colleagues from national or UN partner organizations volunteered to facilitate sessions) **and promoted them at every occasion** (presentations, articles, contributions to national or global knowledge products...). For example, a young female volunteer leader from Iguiwaz was portrayed in UNV Annual Report 2011.

Some challenges have been faced. For example, women have a tight schedule which don't leave much room for additional activities. Young men are usually busy trying to find work in neighboring cities, or studying. In almost all project sites, rural exodus has limited the number of volunteers available to participate in local activities. Besides, in most communities, **poverty and lack of employment has further challenged volunteer engagement, which doesn't bring immediate financial benefits.** In very exceptional cases, project activities had to be cancelled because community members were not willing to “work for free”, even though they committed in the beginning of the project.

#### 6- **Training and capacity building, including training on the methodology on Volunteers in Community-based Adaptation to Climate Change<sup>3</sup>**

From experience of implementation in Morocco, SPA-CBA's approaches and methods have been felt as highly demanding by project partners. Our project proposal templates are complex and our requirements are many. In order to achieve the programme's quality standards, CBA Morocco has invested much time and effort in on-going and project-based capacity-building, involving all project partners in the CBA learning process.

Capacity-building (formal or informal) has been CBA Morocco's core strategy for project design and implementation, monitoring and evaluation, social inclusion and community mobilization, as well as promotion and mainstreaming of CBA approaches, methods and achievements.

Indeed, with limited resources, CBA Morocco had to privilege multipurpose activities (capacity building incorporated in all



*Youth participate in climate change awareness-raising, in Iguiwaz. Photo UNDP GEF CBA –Baptiste de Ville d'Avray*

<sup>3</sup> Detailed capacity-building activities led by CBA Morocco can be found in Chapter IV of this review (Up-scaling, Replication and Mainstreaming Strategy, part A- Mainstream CBA approaches and methods through Capacity-Building activities), and additional data on the implementation of UNV Methodology in Morocco is included below (Part 11 - Implementation of the methodology on Volunteers in Community-based Adaptation to Climate Change).

project phases, through the participatory approach involving all partners every step of the way) as well as ownership of approaches by the partners, through training and learning.

Thanks to capacity-building, partners have been fully engaged in the CBA process, which includes : baseline assessment of local context, climate change understanding, capturing and discussing local knowledge and experience, VRA, design, implementation and monitoring of adaptation solutions, community inclusive mobilization and promotion as partners, volunteerism, gender mainstreaming, community capacity-building... Volunteerism aspects have been mainstreamed in all CBA capacity-building activities.

**The complexity of the CBA approach has been a challenge**, particularly with regards to “adaptation reasoning / SPA reasoning”, versus baseline issues, which are oftentimes intimately connected at community level, and with regards to our complex M&E system.

Training and capacity-building was also incorporated in the field projects, **representing 22% of total CBA grants, through technical training as well as communication & management-oriented capacity-building, both critical for adaptation to climate change.** Project training was always participatory (with specific attention brought to the participation of women, through separate sessions etc), “hands on”, and tailored to support implementation of CBA activities, including : water management, resilient & conservation farming, agro-forestry, erosion control through forest management, ravine management, or vetiver planting... Additional project capacity-building addressed community management practices, in terms of disaster risk reduction (early warning communication), collective natural resource management, etc. One of the challenges encountered has been the difficulty to find facilitators with the necessary technical skills and participatory approach, and to hire them with small budgets.

## **7- Partnerships and partner mobilization into project processes<sup>4</sup>**

In Morocco, CBA partners with local CBOs & NGOs, Government institutions & extension services (Water & Forest, Agriculture, Meteorology), Government agencies (Agency for development of the South, Social Development Agency), Research centers, UNDP programmes (Programme for the Territorial Development of Oasis / Programme for the Tafilalet Oasis / Africa Adaptation Programme), other UN Agencies (UN Women, FAO), international cooperation agencies (GIZ, US Peace Corps, US Forestry Services...).

Partnership building and partner mobilization has been one of CBA Morocco’s key element for project design, implementation, M&E and mainstreaming. Involvement of partners since project identification has ensured ownership of CBA approaches, through a “learning together” process, building on concrete experimentation of CBA tools and methods.

With limited resources and time, CBA Morocco has privileged multipurpose activities (partnership building while designing and implementing projects) and “project-based” on the job capacity-building of partners. Therefore, partnerships have been a integrated part of the entire CBA process.

Mobilizing local partners (NGOs, CBOs, local government, extension services...) and agencies working at local level (GIZ, Peace Corps...) has been quite natural, thanks to CBA’s grassroots focus. Reaching out to National level and institutionalizing partnership has proven more challenging, particularly with government institutions, which require more leverage (need to strengthen anchorage of CBA with UNDP CO) and more human resources to intensify and target efforts.

## **8- Knowledge codification and management<sup>5</sup>**

In a pilot programme, knowledge codification, production and management is a critical aspect. CBA Morocco has documented all its activities, at country programme and local project levels. At country programme level, UNV quarterly progress reports were produced as well as annual reports and UNV Personal Assessment Reports, consolidating programme data.

At project level, all project documents have been thoroughly prepared, and represent a solid knowledge base for each project. Results from all field missions have been documented and shared with PMU and project partners, through reports and pictures. All project data is collected through phone calls consolidated by emails, as well as progress reports, VRA workshop reports etc. Knowledge has been organized and filed (soft and hard copies), and has been contributed upon demand, towards global sharing, knowledge production or programme evaluation.

Building on project activities in the field, a large number of knowledge products have been prepared by CBA Morocco, in order to share lessons and experience, to promote project achievements and methods, and to advocate

---

<sup>4</sup> See also Chapter III and Chapter IV of this review, for additional details on CBA Morocco approaches and achievements regarding partnership building and mainstreaming.

<sup>5</sup> Further data on Knowledge and CBA Visibility can be found in Chapter IV- Part 1 of this review (Upscaling, Replication and Mainstreaming Strategy).

for CBA at national and global levels. Besides, practical tools have been prepared, such as an “Introduction to CBA” presentation; a VRA toolkit (disseminated to country partners); Training-of-Trainers presentations (on CBA project development, participatory video, and M&E); a presentation & a factsheet on Gender mainstreaming; contribution to Global Tools (Gender Toolkit, Inclusivity factsheet).

Capitalization and promotion knowledge products include : CBA Morocco brochure; CBA Morocco at a glance factsheet; CBA presentations at UNDP CO reviews and workshops; CBA presentation at country or global conferences or workshops; project factsheets and briefs; pictures and video (including TIWIZI participatory video); contributions to UN Morocco newsletters; contributions to UNDP and UNV reports, etc.

Some challenges regarding knowledge production and sharing is the minimal resources of the programme, compared with the complexity and density of CBA approach. As a pilot and multifaceted programme, CBA has raised much interest from partners in Morocco and has received a high number of solicitations for contributions, to which CBA Morocco has always responded positively. It would be a great improvement for future projects to invest more human resources in the programme, including for knowledge collection, codification and production, in order to ensure all aspects are capitalized and to enhance promotion and communication towards efficient and long-term mainstreaming and upscaling.

### **9- Influence of policy at all levels**

CBA experience in Morocco has shown that there are many avenues for advocacy at all levels, since CBA has a multidimensional approach (community inclusion, gender, civil society, natural resource management, disaster risk management, vulnerability measurement and reduction...).

At local level, proactive partnership with local governments have been key to mainstreaming adaptation efforts into local development strategies.

At national level, CBA has actively contributed to awareness-raising and advocacy for grassroots adaptation. However, since project portfolio is still under implementation, field results are yet to be evaluated and capitalized to be promoted at national level. Policy influence is therefore a process that we have only paved the way for during the pilot CBA programme. Efforts to date have to be consolidated with concrete results and documented best practices.

Challenges encountered include the limited timescale and resources of our programme, when policy influence is a longer-term process and requires intense targeted efforts as well as leverage. Close inclusion in UNDP CO strategy has proven key to policy influence.

### **10- State and provide a brief of your country programme involvement if the CBA activities have contributed in the preparations of follow up national stand alone projects funded by GEF and adaptation fund boards**

CBA has contributed lessons learned from implementation towards the preparation of national projects, such as Morocco’s Adaptation Fund proposal, that is currently in preparation phase. Besides, CBA experience in terms of biodiversity was included in the Project Identification Form “National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan in Morocco”, which has recently been approved by the GEF.

### **11- Implementation of the methodology on Volunteers in Community-based Adaptation to Climate Change**

Encouragement, recognition and promotion of Volunteerism has been fully mainstreamed in all aspects of CBA in Morocco, building on the UNV Methodology. As soon as project identification and concept preparation, discussions were engaged with the communities, aiming at building a **baseline understanding of local social dynamics, including existing volunteer participation**. Precious data was collected on the activities undertaken by volunteers in the community, on the vocabulary and practices associated to volunteerism, on the number of volunteers already involved in the community and in the field of adaptation more specifically. This information was collected during 17 project identification and development missions, through focus groups, individual interviews, interactive site walks (which were particularly useful to discuss while observing concrete example of collective action).

It was particularly interesting for CBA to understand and build on the **rules and functioning of traditional local volunteerism**. For instance, the “touiza” self-help practice is based on a principle of reciprocity and equitable contribution, people helping each other on each other’s fields, or working together to build or maintain a collective infrastructure. Each community has established rules in terms of how many volunteer/days each family should contribute to community work. And usually there is an equation regarding what a volunteer invests for the community, and what they will be given in return. In other words, even in traditional practices, volunteers would benefit from their action, in terms of access to resources, social status or recognition etc.

Volunteerism for CBA was also discussed during **Vulnerability Reduction Assessment workshops, as incorporated in Question 3 (Obstacles & Assets for adaptation)**, thus contributing to recognize the importance of local solidarity and volunteerism in the specific context of climate change. All communities have identified traditional self-help, as well as the traditional knowledge and know-how, as key assets and resources for adaptation. VRA discussions also revealed the obstacles preventing certain groups from engaging in voluntary activities. For example, in most project sites, women are too busy with domestic work and their mobility is too limited to engage in voluntary activities. In some villages the authority of the elders discourages youth from participation. Besides, poverty and the necessity to prioritize remunerated activities can also be a strong obstacle to volunteerism. These challenges were taken into account in project formulation and implementation.

Commitment of community volunteers to the project was **measured and consolidated in Community Contribution charts and counted as in-kind co-funding for the projects**. Actually estimating some contributions has been challenging (knowledge, leadership...), so mostly we focused on “hard” contribution (labour, tools...), which is not satisfactory in the end. One possible improvement on the UNV methodology could be to expand guidance on how to effectively measure all types of contributions, with concrete equations.

All the data regarding volunteerism in the community, and towards the specific CBA project was **incorporated in project proposals**: baseline analysis of social dynamics and volunteer practices, volunteer contribution chart, budget and co-funding, initial VRA report.

From project design onwards, UNV Methodology was used to **advocate for volunteerism in the field**, in order to mobilize people in a positive and action-oriented way. It has been confirmed that volunteerism can be a strong factor of inclusion, because everyone has something to contribute. CBA project development offered opportunities to discuss local assets, that community members could bring to the project (labour, land, tools, knowledge, leadership...). CBA Morocco implemented **a total of 27 field missions, during which community members and local institutional partners were sensitized to the importance of collective action, and to the immense contribution that volunteers bring to development**.

**Advocacy and promotion of volunteerism were also implemented at national and global levels**. Volunteerism has been mainstreamed in CBA Morocco presentations, knowledge products and contributions to global reports (volunteer portraits and interviews, country programme chart detailing the number of volunteers involved in the programme...). Some examples of promotion of volunteerism in CBA include: informational session on Volunteerism during CBA National workshop; UNV / France Volontaires field mission in the El Mouddaa CBA site to produce photo and video portraits, later presented at International Volunteer Day event; volunteer event organized in Sidi Majbeur, during CBA / UNV HQ mission in Morocco; promotion of Volunteer contribution in a success story proposed to UNDP about the TIWIZI participatory video; promotion of Volunteerism in EQUATOR PRIZE proposal (Project El Moudaa) and portraits of Volunteers published on CBA website; promotion of Volunteerism in CBA5 plenary presentation; promotion of Volunteerism at CARE Gender & CBA workshop.

Implementation of UNV methodology faced a number of challenges. First of all, **monitoring volunteer contribution throughout project implementation has been challenging**. CBA Morocco tried to design several methods, such as encouraging volunteer task forces for each activity, with specific roles and responsibilities, as well as reporting and governance methods (project committee for coordination). In most cases, due to the many tasks and commitments outside the project, and also due to lack of coordination at grantees level, these task forces didn't always function well, and a small group of people ended up coordinating (and sometimes actually implementing) all the project activities. Another approach was to use participation tables for each activity, where volunteer/days were to be registered. This method did not function well either, first because people don't like to sign up and account on what they are doing; secondly because grantees already have a number of reports to fill, and indicators to measure.

Volunteer contribution will be evaluated at the end of each project (incorporated in final evaluation consultants TORs and final evaluation template; discussed during final VRA sessions).

In general, **CBA implementation has been challenged by its complex M&E structure** and by the numerous tools that have made ownership by communities and partners quite difficult. CBA Morocco has tried to mainstream the UNV methodology in project development and M&E work, and has always privileged multi-purpose activities. Given the limited time and resources of the CBA, it would have been very challenging to have “UNV methodology” activities or workshops. **An integrated CBA methodology, including volunteerism and all the different partners' requirements, would be an efficient improvement from the pilot programme**.

## **12- Any other key important process such as being part of the global evaluation of adaptation of climate change projects by the GEF evaluation office**

CBA Morocco has proactively participated in global SPA-CBA mid-term review, as well as the global SPA-CBA Practitioners Guidebook preparation, contributing field experiences, lessons and challenges. At national level, CBA Morocco has participated in one UNDP-GEF Local Project Appraisal Committee.

## **13 Conclusive remarks on lessons learned and challenges**

CBA Morocco has managed, in limited time and with limited human resources, to develop and implement field projects in a participatory way, while building partnerships at all levels. The programme has achieved concrete results in the field, as well as an excellent recognition at national level, through critical anchorage with UNDP CO and Programs. These efforts have ensured establishment of solid foundations for future developments of CBA. For the future, strengthened incorporation within UNDP CO strategies and workplan is encouraged, in order to achieve national mainstreaming and policy influence.

Besides, from the pilot field experience, a few lessons could be considered for enhancing and improving CBA approaches and results. Time has been a critical challenge for project implementation in the field, with only 2 years for actual implementation, capitalization and evaluation. The capacities of local partners and the time available in the communities for the project have to be taken into account in the design of future programs. Local partners are involved in a number of activities in the community, and the CBA programme should incorporate this, by more flexibility on project scheduling.

Besides, CBA should tailor its project development methodology and M&E structure to the capacities of targeted partners, in order to ensure ownership and increase efficient implementation.

Furthermore, the CBA programme management structure at country level should be redesigned in line with the expected outcomes and concrete activities of the programme (project development and M&E, capacity-building, knowledge management, promotion and mainstreaming at national and global levels). Enhancing CBA team through the recruitment of local facilitators should be considered for example, in that respect. Incorporation of CBA resource persons in SGP National Steering Committees, and increasing mobilization of the NSC in project M&E would also be interesting improvements.

## VI- OTHER IMPORTANT REPORTING

### 1. Relevance

All projects have been designed and implemented in close partnership with local and national agencies, in line with local and country priorities, which had been incorporated in the Country Programme Strategy. CBA solutions and activities in the field directly respond to the main environmental and development issues in the country, in terms of natural resource management, resilient farming and agrobiodiversity, erosion control and reduction of land degradation, development of alternative livelihoods, natural risk management. Besides, CBA's grassroots participatory approach have contributed to address important development priorities, such as gender mainstreaming and capacity building of civil society.

### 2. Effectiveness

CBA Morocco's portfolio was tailored to the specific local contexts, in a participatory way and designed to meet the high quality standards established by the pilot programme. Adaptation strategies have allowed to increase the resiliency of local ecosystems and to reduce the vulnerability of communities, while providing precious lessons for upscaling, mainstreaming and further dissemination. Building on the methods and approaches implemented and refined throughout the project, and capitalizing on field achievements, CBA Morocco has intensively and effectively contributed to national and global sharing and advocacy. The expected outcomes and objectives of the project are estimated to have been met in Morocco.

### 3. Efficiency

Considering its complexity and the numerous objectives targeted, and the low resources dedicated to the pilot, it can be assessed that the CBA project was implemented in a cost-efficient and time-efficient way. Efficiency should further increase in a rolling phase, with established and simplified methodologies.

### 4. Sustainability

The main challenges to long-term sustainability of project results include the potential lack of maintenance of project sites, plantings and technologies, due to communities' low economic resources and to discouragement or diminishing motivation in the absence of outside support. Additionally, the rapidity of environmental and climate change may outspeed the responses designed and implemented, which might be long in producing results in terms of resiliency.

### 5. Impact

The impact of the project is measured through a number of indicators, as well as qualitative assessments in the targeted communities. Long-term adaptation and resiliency are difficult to assess after less than 2 years of project implementation in the field. However, the project has established robust foundations for vulnerability reduction, through ecosystem rehabilitation, identification and support to alternative livelihoods, but also social inclusion and intense capacity-building. In the Iguiwaz Oasis, for example, the CBA has supported the community to regenerate local oasian farming through adaptive techniques, improving soil and water conservation. But most importantly, through inclusive mobilization and capacity-building, CBA has allowed the community to access new ideas and knowledge, and to develop anticipation and "solution-oriented" thinking, which are essential signs of increased adaptive capacities.

---

#### **Front page photo credits:**

*Top Left : UNDP GEF CBA – Baptiste de Ville d'Avray*

*Bottom left : UNDP GEF CBA – Anne-France Wittmann*

*Right : UNDP GEF CBA – Bruno Deceukelier*