



Global Environment Facility

1818 H Street, NW
Washington, DC 20433 USA
Tel: 202.473.3202
Fax: 202.522.3240/3245
E-mail: mbarbut@TheGEF.org

Monique Barbut
Chief Executive Officer
and Chairperson

August 18, 2009

Dear GEF Council Member,

I am writing to notify you that we have today posted on the GEF's website at www.TheGEF.org, a medium-sized project proposal from UNDP entitled **Morocco: Mainstreaming Global Environmental Aspects in the Planning and Monitoring processes of the National Human Development Initiative (NHDI)**, to be funded under the GEF Trust Fund (GEFTF).

The proposed project addresses the objectives of the three GEF focal areas (biodiversity, climate change and sustainable development), and specifically fits under the strategic priority related to cross-cutting capacity-building (CB2). The project is a direct response to the NCSA and it addresses one of the priority cross-cutting capacity issues related to the implementation of the 3 Rio Conventions, and strengthens the synergies in implementing these conventions and more generally the broader global environment agenda. It will also address some recommendations of the Rio Convention national reports.

The project proposal is being posted for your review. We would welcome any comments you may wish to provide by September 4, 2009, in accordance with the new procedures approved by the Council. You may send your comments to gcoordination@TheGEF.org.

If you do not have access to the Web, you may request the local field office of the World Bank or UNDP to download the document for you. Alternatively, you may request a copy of the document from the Secretariat. If you make such a request, please confirm for us your current mailing address.

Sincerely,

A handwritten signature in black ink, appearing to read 'Barbut', enclosed within a simple, hand-drawn rectangular box.

Copy: Alternates, GEF Agencies, STAP, Trustee



MEDIUM-SIZED PROJECT PROPOSAL
REQUEST FOR FUNDING UNDER THE GEF Trust Fund

GEFSEC PROJECT ID: 3166
IA/ExA PROJECT ID: 3707
COUNTRY: Morocco
PROJECT TITLE: Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Human Development Initiative (NHDI) in Morocco
GEF IA/ExA: UNDP
OTHER PROJECT EXECUTING AGENCY(IES): Ministry of Interior (MoI) Agency for Social Development (ASD)
DURATION: 3 years
GEF FOCAL AREA: Multi-focal Area/Others
GEF STRATEGIC OBJECTIVES: Cross-cutting Capacity Building (CB-2)
GEF OPERATIONAL PROGRAM: Capacity building
IA/ExA FEE: US\$50,000
CONTRIBUTION TO KEY INDICATORS IDENTIFIED IN THE FOCAL AREA STRATEGIES: The project contributes to the GEF's strategic priority to enhance capacity for global environmental management by leveraging financial and technical resources to address country needs for capacity to better manage global environmental issues.

FINANCING PLAN (\$)		
	PPG	Project*
GEF Total	40,000	460,000
Co-financing (in cash)	(provide details in Section b: Co-financing)	
GEF IA/ExA		100,000
Others		
Co-financing Total		200,000
Total	40,000	560,000
Financing for Associated Activities If Any:		

* If project is multi-focal, indicate agreed split between focal area allocations

FOR JOINT PARTNERSHIP**		
GEF PROJECT/COMPONENT (\$)		
(Agency Name)	(Share)	(Fee)

*** Projects that are jointly implemented by more than one IA or Ex EA

MILESTONES	DATES
PIF APPROVAL	N/A*
PPG (PDF-A) APPROVAL	February 2, 2006
MSP EFFECTIVENESS	September 2009
MSP START	October 2009
MSP CLOSING	October 2012
TE/PC REPORT	April 2013

*The project is a resubmission of technically cleared proposal in GEF-3. The resubmission is accordance with GEF-4 requirements that the proposal must be retrofitted to integrate framework for capacity building indicators.

Approved on behalf of the UNDP. This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the [Review Criteria for GEF Medium-sized Projects](#).

Y. Glemarec

Yannick Glemarec
Executive Coordinator
UNDP/GEF
Date: January 16, 2009

Keti Chachibaia
Regional Technical Advisor, Climate Change Adaptation, UNDP/GEF
(through Bo Lim, Principal Technical Advisor)
Tell:+421 2 59 337 422
E-Mail: keti.chachibaia@undp.org

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ACRONYMS

ASD	- Agency for Social Development
CC	- Climate Change
CB2	- Cross-Cutting Capacity Building
CBD	- Convention for Biodiversity
CCD	- Convention to Combat Desertification
CDM	- Clean Development Mechanism
GDLC	- General Directorate of Local Collectivities
EU	- European Union
FCCC	- Framework Convention on Climate Change
GE	- Global Environment
GEF	- Global Environment Facility
HCWFCD	- High Commission for Water, Forestry, and Combating Desertification
INC	- Initial National Communication
M&E	- Monitoring and Evaluation
MAMF	- Ministry of Agriculture and Maritime Fisheries (ex- Ministry of Agriculture, Rural Development and Fisheries)
MDGs	- Millennium Development Goals
MEMWE	- Ministry of Energy, Mining, Water and the Environment (ex - Ministry in charge of Land Use Planning, Water and Environment)
MoI	- Ministry of Interior
MSDFS	- Ministry of Social Development, Family and Solidarity
NAPCD	- National Action Plan to Combat Desertification
NBSAP	- National Biodiversity Strategy and Action Plan
NCSA	- National Capacity Self-Assessment
NEAP	- National Environmental Action Plan
NGOs	- Non-Governmental Organizations
NHDI	- National Human Development Initiative
NMLUP	- National Master Plan for Land Use Planning
NPC	- National Project Coordinator
PDFA	- Project Development Facility Block A
PESD	- Plan for Economic and Social Development
PIR	- Project Implementation Review
PSC	- Project Steering Committee
RMLUP	- Regional Master Plan for Land Use Planning
SSWE	- State Secretariat for Water and Environment
SNC	- Second National Communication
ToRs	- Terms of Reference
TPR	- Tripartite Review
UNDP	- United Nations Development Programme
WB	- World Bank

A PROJECT SUMMARY

1. During the last 30 years, Morocco has embarked on a gradual, but solid program of human development and political liberalization. Since the 1970s, gross national income per person has more than tripled from \$550 to \$1750. The average life expectancy has increased from 55 in 1970 to 71 in 2005. One of the key development challenges is Morocco's high incidence of poverty. Although poverty has declined from 19 to an estimated 15 percent over the period from 1999 to 2004, this rate remains high. Poverty continues to be typically a rural phenomenon, with more than 25 percent of the rural population living below the poverty line, compared to just 12 percent of the urban population. The depth and severity of poverty is also much higher in rural areas, and has increased significantly since 1991. Apart from macro economic, governance and rule of law and socio-economic causes high incidents of poverty largely relate to agriculture and food production systems, chronic water scarcity that in prolonged drought situations often aggravate shortages. Clearly poverty is subject to deterioration in the event of repeated drought and the ensuing low growth rates.
2. This issue of direct and indirect poverty and environment nexus has been recognized by the government in the context of currently launched National Human Development Initiative that aims at addressing poverty issues by introducing effective decentralized system of governance and natural resource management. This process has been informed by NCSA that highlighted importance of capacity development for achievement of mutually reinforcing goals of NHDI and global environmental objectives as stemmed from the "Rio Conventions". The cross-cutting capacity building project is designed in closed partnership with NHDI process and will reinforce its effectiveness by a full-fledge global environmental mainstreaming into the process of local development. Benefits of global environmental management through improved land and water management, reversing habitat loss, climate risk management and low carbon development trajectories will be brought into the local development agenda. Local development, supported by the flagship NHDI process, is inherently a cross-sectorial process, whereby all sectoral objectives are brought together in the context of territorial planning and socio-economic development at sub-national level. Therefore, integrating global environmental management targets synergistically into the context of local development offers the way of effective and efficient implementation of Morocco's obligations to "Rio Conventions".

The Commitment of Morocco to the Rio Conventions

3. Morocco has ratified the Rio Conventions in order to subscribe to the international framework of global environmental management and has, likewise, met its commitments through the adoption of strategies and reports to the conventions. The table below summarises some of the commitments to the Rio Conventions.

A Recapitulation of Morocco's Commitments to the Rio Conventions

Convention	Ratification	Reports and Strategies	Other Commitments
Framework Convention on Climatic Change (FCCC)s	1995	Initial National Communication (INC) in November 2001. The first developing country to have presented in INC.	Organization of the Seventh Conference of the Parties (COP 7) on October 29-November 1, 2001 in Marrakech.

		The Second National Communication (SNC) was launched in 2005. The first Arab country to have launched its SNC	Morocco also assumed the Chairmanship of the Conference during that year.
The Kyoto Protocol	2002	A national committee was set up to propose projects and programs that are eligible for Clean Development Mechanisms, pertaining to the Kyoto Protocol.	The first Arab country to have become party to the Protocol.
Convention on Biodiversity (CBD)	1995	National Survey on Biodiversity which led to the devising of a strategy in 1997, as well as the National Action Plan for the Conservation and Sustainable Use of Biodiversity.	
Convention to Combat Desertification Control(CCD)	1996	A National Action Program to combat desertification was prepared in 2001	Morocco has participated in all negotiation sessions.

The National Capacity Self-Assessment (NCSA) as the basis of the Project

4. The NCSA Project, which was launched in 2004 and operationally completed in 2006, sought to identify national priorities and requirements in terms of capacity enhancement in the area of global environmental management, notably in what concerns Biodiversity, Climate Change, and Desertification. The aim was to catalyze sustained actions both at the national and local levels. The NCSA undertook eight consultations which fall within its agenda, notably in what concerns the inventory of Conventions: identification of capacities which warrant enhancement; and developing capacity-building strategy.
5. Among the essential priorities identified and recommended by the NCSA, enhancement of capacities of local actors (communities and authorities) so that they may better translate national commitments to the three conventions into concrete local actions is among the top priorities. Current process of decentralisation dictates a greater emphasis on local capacities to enable more effective local decision-making and action. This has been identified as strong recommendation of NCSA in Morocco which constitutes the basis of the present project.

Project Conformity with GEF Guidelines

6. The proposed project addresses the objectives of the three GEF focal areas (biodiversity, climate change, and sustainable land management), and specifically fits under the strategic priority related to Cross-cutting Capacity-Building (CB-2). The project is also fully in line with the Interim Guidelines for Cross-cutting Capacity Building Projects. The project is specifically in line with the CB-2 programming framework related to: **“Mainstreaming Global Environmental Priorities into National Policies and Programs,”** whereby the CB-2 projects would focus on developing capacities for countries to improve their ability to meet their obligations under the three Rio Conventions by integrating global environmental priorities into national policies, plans and programs, particularly macro-economic and poverty-reduction programs/strategies.

The Context of Sustainable Development

7. Morocco has developed a whole set of plans, strategies, and programs covering land-use planning, rural development, natural resources management, and, more recently, human development. Some of these plans, strategies, and programs are manifestly sector-based in scope. Others are cross-cutting in their scope and aim at shoring up sustainable development by addressing poverty-reduction and environmental degradation. Below are some of the strategies and programs which are directly linked with the present project:
 - The National Strategy for the Protection of the Environment and Sustainable Development, and its National Action Plan;
 - Agricultural and Rural Development Strategies;
 - The National Tourism Strategy;
 - The National Energy Strategy;
 - Hydraulic Resources Management Strategies.

8. Morocco has also developed significant legal mechanisms relating to sustainable development and environmental management. Nevertheless, the updating of the legal framework now proves to be necessary and urgent. The current framework needs to be supported by robust environmental data and strategic directions to address the various threats country's natural resources. Improvement of legal framework and a decision-making set up are necessary for the implementation of the Rio Conventions. This will also contribute to the consolidation of the rule of law and will foster progress and sustainable human development.

9. At the local level, the main tool of local planning is the Plan for Economic and Social Development (PESD), which is established annually by the Communal Council and transmitted to the Provincial entities for budgetary allocation. The development process of the PESD doesn't integrate such mechanisms as consultations with local communities, nor does it make use of any clear and transparent method for determining and organizing local needs. The basis of this project is to contribute to the consolidation of this PESD development process and integrating the global environmental objectives in this process.

The institutional Context relating to the Global Environment

10. Several public and non-public institutions in Morocco are closely involved in the implementation of policies and programs pertaining sustainable development and the global environmental management. The key governmental institutions will be directly engaged into this project. The project is based on partnership with local authorities at the communal, provincial, and regional levels. The partnership will materialise through a set-up of consultation mechanisms between various elected councils (regional, provincial, and communal) and their chairpersons and the representatives of local authorities –namely the *Wali* (of the region); the Governor (of the province), and the *Caid* (of the community). The project will also ensure the involvement of local and national NGOs, as well as local and village organizations and associations (Cooperatives, Women's Associations, Village Associations).

The NHDI and its linkages with the GE issues

11. It is essentially this inadequacy in the development of the PESD which the NHDI attempts to address at the level of 403 rural communes and 250 urban communes which have been declared as being priority areas for intervention. The NHDI has opted for a participatory and consultation-based process for the devising of a local development plan which will be developed by 2010 and culminate in the drawing up of PESDs for all the country's communes. Contributing to this process. The integration of the environmental component constitutes the basis of the present project.

12. All three conventions recognise the linkages between the global environmental management issues and efforts for poverty reduction. The NHDI process drives the poverty reduction agenda

in Morocco, whereby global environmental management issues, such as desertification and drought, biodiversity loss and climate change will be brought into the mainstay of this local development process. The OECD guidelines about the integration of Rio conventions into the development underline importance of global environment mainstreaming into the poverty reduction strategies and other national or local planning processes. The proposed project will follow the key principles and recommendations outlined into the OECD/DAC guidelines and in so doing, avoid creating specific capacities tailored to the demands of the Conventions, but isolated from the national policy and planning process¹. The project will also apply OECD's good practice guidance on environmental mainstreaming by applying Strategic Environmental Assessment methodology². The project is already conceived in a way that allows SEA tools and methods to be employed. By targeting a nation-wide, local development planning process (NHDI) the integration of global environmental issues will take place in a comprehensive way, encompassing priority setting, budgeting as well as indicator framework for monitoring and evaluation, constituting the entire cycle. This methodology will help ensure a full-fledge integration.

13. Besides the considerable funds (10 billion *Dirhams* to be invested between 2006 and 2010) that have been earmarked for its programs, the magnitude of NHDI may also be appreciated by way of its overall approach, which takes into account decentralization and increasing decentralization of State structures. The NHDI thus provides an important basis for conception and implementation of the project.

Other Key Initiatives relating to the Project:

14. Two other important national initiatives constitute the project's platform:
 - The National Master plan for Land-Use Planning (NMLUP) and the Regional Master plan for Land Use Planning (RMLUP);
 - The Master-plan for Training of Local Authorities;

Project's strategy in the Integration of GE in the Planning and Monitoring Processes of the NHDI and local strategic planning

15. All the actors operating in the area of development have agreed that the inadequate capacities of local actors constitute a major obstacle to any successful establishment of a perennial dynamics of local development. The same observation has been made by the NCSA: these insufficiencies thwart the creation of synergies conducive to the implementation of the three Conventions and their effective incorporation into the reality of local communities.
16. The project has identified a strong demand for the integration of GE aspects in the existing consultation and planning tools. There is not a real need for re-inventing new tools, for many programs, notably the NHDI and the current local strategic planning process, have efficient tools. The problem has to do with the fact that the environmental aspect is not sufficiently addressed, especially country's global environmental objectives as per conventions' requirements. Notwithstanding the multiplicity of planning tools, the NHDI and the local strategic planning process, stand out as being the most complete and is thus poised to be extended to all the country's communes. For the time being, the NHDI covers 403 rural communes and 250 urban communes and the local strategic development Plan covers remaining rural communes. But the process will steadily be adopted by the other communes.
17. Moreover, besides the considerable funds that they allocate to a whole range of projects on the basis of a participatory approach, the NHDI and the local strategic planning process are to be

¹ OECD (2002) The DAC guidelines: "Integrating the Rio Conventions into Development Cooperation"

² OECD (2006) The DAC guidelines and Reference series "Applying Strategic Environmental Assessment"

appreciated for the overall approach which takes into account the de-centralization of State structures. For all these reasons, and thanks to a close partnership with the key champions of the process, the 2 initiatives have been selected as a powerful vector for this project. NCSA has likewise identified the main constraints at the systemic, institutional, and individual levels that will be addressed by the project

18. The project has thus been elaborated taking into account the above stakes and the long-term goal of fulfilling country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway. The project specific objective is to integrate global environmental objectives of Morocco into the NHDI and local strategic development planning, budgeting and monitoring processes. The Project's outcomes and financial plan (GEF financing and other financing sources), as proposed by the project are presented in the table below:

A summary of the Project's Outcomes, Outputs, and Financing-plans

RESULTS	BUDGET (US \$)		TOTAL (US \$)
	GEF	UNDP CO	
<p>Outcome 1. The institutional framework for the integration of GE management in the NHDI and local strategic development planning and monitoring is developed.</p>	\$ 87,000	\$ 52,000	\$ 139,000
<p>Output 1.1. Methodological approaches and tools for integrating global environmental commitments into the development planning at local level are consolidated and introduced. Output 1.2. The institutional mandates and procedures for environmental mainstreaming at the provincial, regional and national levels are clarified. Output 1.3. A set of global environmental indicators to be part of the monitoring system of the NHDI and strategic local plans is introduced.</p>			
<p>Outcome 2. The capacities for systematic mainstreaming of the global environmental targets into the local planning are developed</p>	\$ 199,000	\$ 48,000	\$ 247,000
<p>Output 2.1. Priority global environmental targets to be addressed by the project are identified and agreed upon by all project partners as part of the NHDI and strategic local planning activities. Output 2.2. The capacities of concerned stakeholders to integrate priority GE issues into local development planning are strengthened by targeted training, procedural and institutional arrangements. Output 2.3. Testing a new planning approach with global environmental targets and indicators at local and regional level in the framework of NHDI and strategic local planning process for methodological validation and procedural approval.</p>			
<p>Outcome 3. A system of project's adaptive management and lessons learned established</p>	\$ 126,000		\$ 126,000
<p>Output 3.1. Project management infrastructure in place. Output 3.2. Communication and knowledge management mechanisms established and operational to identify lessons and good practices for global environmental mainstreaming into the development planning.</p>			
Project Management	\$ 48,000		\$ 48,000
TOTAL	\$ 460,000	\$ 100,000	\$ 560,000

19. The project will be monitored and evaluated in accordance with established UNDP/GEF procedures and will be conducted by the project team and the UNDP Country Office with support from UNDP-GEF. The project management reports will be presented to the Project Steering Committee (PSC) for endorsement before they are distributed to the relevant stakeholders. The project will use a capacity assessment scorecard to monitor the project capacity development progress. It will monitor the relevant capacity development indicators for this project, which are of direct relevance to mainstream global environmental management in the planning, budgeting and monitoring processes of the NHDI and local strategic planning in Morocco. This scorecard will be used to review/rate the relevant capacity development indicators at inception, at mid-point of project implementation and finally at the end of project implementation. This capacity assessment tool will be used by the project implementation team to monitor the project capacity development progress and also by the evaluators to conduct the MTE and the final evaluation.

Capacity Result / Indicator	Contribution to which Outcome
CR 1: Capacities for engagement	
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	1
Indicator 2 – Existence of operational co-management mechanisms	1
Indicator 3 – Existence of cooperation with stakeholder groups	2
CR 2: Capacities to generate, access and use information and knowledge	
Indicator 4 – Degree of environmental awareness of stakeholders	
Indicator 5 – Access and sharing of environmental information by stakeholders	
Indicator 6 – Existence of environmental education programmes	
Indicator 7 – Extend of the linkage between environmental research/science and policy development	
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	
CR 3: Capacities for strategy, policy and legislation development	
Indicator 9 – Extend of the environmental planning and strategy development process	1,2
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	1
Indicator 11 – Adequacy of the environmental information available for decision-making	1,2
CR 4: Capacities for management and implementation	
Indicator 12 – Existence and mobilization of resources	2
Indicator 13 – Availability of required technical skills and technology transfer	1, 2
CR 5: Capacities to monitor and evaluate	
Indicator 14 – Adequacy of the project/programme monitoring process	3
Indicator 15 – Adequacy of the project/programme evaluation process	3

20. The project takes into account the sustainability of the actions proposed, as well as the replication of the project's outputs which are at the heart of the strategy of the project. The Monitoring and Evaluation of the project will be undertaken, in accordance with the procedures established by UNDP and GEF and will be applied by the project team with the support of UNDP-GEF. The Logical Framework of the project provides impact indicators for the achievement of the project's objectives and results, along with their corresponding means of verification. The Logical framework provided in the project document will provide the basis upon which the Monitoring and Evaluation (M&E) system will be built, and the M&E sections underscore the main components of the Monitoring and Evaluation Plan.

The links with UNDP programs, the coordination with the programs run by other agencies and with other GEF projects are presented. Finally, the project's implementation plan is detailed. It is recommended that the project be carried out by the ASD, in close cooperation with SSWE.

B COUNTRY OWNERSHIP

I. COUNTRY ELIGIBILITY

21. Morocco ratified the UN Framework Convention on Climate Change (FCCC) in 1995 and started its efforts within the framework of the FCCC with a program supported by the Global Environment Facility (GEF) and UNDP which aimed at making an inventory of Greenhouse Gases. Morocco submitted the Initial National Communication in November 2001. This was the first national communication to be prepared by a developing country party to the UNFCCC.
22. This sustained and regular presence on the international scene was marked by the organization of the Seventh Conference of Parties (COP7), which was held in Marrakech on October 29-November 1, 2001. Morocco assumed the chairmanship during that year.
23. Morocco ratified the Montreal Protocol relating to the Protection of the Ozone Layer in 1992, as well as the Vienna Convention, together with its London and Copenhagen amendments in 1995. In January 2002, Morocco ratified the Kyoto Protocol to become the first Arab country party to the protocol. A national committee was thereafter formed to develop project proposals and initiatives for the Clean Development Mechanism (CDM) of the Kyoto protocol.
24. The dynamism underlying Morocco's national and international commitments in the area of climate change allowed it, in 2006, to position itself in the 18th rank worldwide in terms of the Climate Change Performance Index, as defined by [German-Watch](#).
25. After the ratification of the Convention on Biodiversity (CBD) on August 21, 1995, Morocco elaborated a National Study on Biodiversity –a study made up of fourteen (14) volumes which was completed in 1997. For the first time, the study presented a fairly exhaustive inventory of the national flora and fauna, which served as the basis of a multiplicity of actions undertaken, notably, the elaboration of the Strategy and National Action Plan for the Conservation and Sustainable Use of Biological Diversity.
26. In 1995, Morocco ratified the Basel Convention relative to the Control of Trans-border Movements of Hazardous Wastes and their Elimination, as well as the protocol pertaining to it, relative to the Prevention of Pollution in the Mediterranean Sea.
27. Morocco ratified the Convention to Combat Desertification (CCD) on October 6, 1996 and participated in all the negotiation sessions. In the framework of this Convention, Morocco completed the elaboration of its national action program against desertification in 2001.

C COUNTRY DRIVENNESS

28. Launched in 2004, the NCSA Project was aimed to identify national priorities and needs in terms of capacity enhancement in the area of Global Environment, notably, in what concerns Biodiversity, Climate Change, and Desertification Control for the purpose of catalysing sustained actions both at the national and local levels.
29. The main outputs of the NCSA process in Morocco are the following:
 - Three thematic reports related to the CCD, CBD and UNFCCC developed in July 2005
 - A cross-cutting analysis based on the thematic report developed in August 2005
 - A strategy and action plan developed in July 2006
30. Throughout its duration, the NCSA project in Morocco has ensured a highly participatory process; the NCSA diligently undertook eight consultations which fall within its agenda, notably in what concerns the inventory of Conventions; the identification of capacities which warrant enhancement, as well as setting up of capacity-building strategy. The Project Steering Committee has met regularly and was the platform for reviewing project execution as well as identification of next steps, including the identification of the actual proposed project.

31. From this perspective, the project extended its focus and conducted an in-depth analysis of different governmental structures that host the Conventions. The NCSA Project thus examined the role of Ministry in charge of Land Use Planning, Water and Environment (currently reorganized as the Ministry of Energy, Mining, Water and Environment (MEMWE) since the 2007 legislative elections) in relation to the other administrations, as well as the problems which arise during the implementation of Conventions, which are attributable to some capacity deficit not only in the entities tasked with the management of Conventions but also in the Ministry which hosts these Conventions.
32. The approach adopted by the NCSA Project consists of stocktaking the overall economic and social context where there are problems that are specifically linked to the Environment. Concerning the latter, the project surveys the various strategies which have been developed, as well as the various institutions which have been involved in the management of natural resources, with a particular focus on MLUPWE. In this regard NCSA suggests that "...at the institutional level, the overall mission of MLUPWE is not clearly defined. This situation is favourable to other departments and ministries with a considerable seniority and more important human and financial resources. Consequently, the mainstreaming of environmental issues in national policies and programs remains inadequate. The adoption of laws on the environment is suffering from constant delays; and the rivalry between the different national stakeholders is fostered ..."
33. The capacities which call for enhancement are not confined to the sole direct actors of the Conventions and to the specific management entities, but rather extend farther afield to cover all the actors operating on the larger administrative and political context. The disfunctions which grip Conventions are mere symptoms of a larger problem: they actually stem from outside their structures and beyond their scope of implementation.
34. The reports which result from the consultations are not an end in themselves; they are mere stages in an ongoing reflection process which administrations and the managers involved in the implementation of the Conventions must share and uptake for a concrete action. The NCSA project is a catalyser which should help deciders to undertake reforms designed to enhance the capacities of the entities wherewith they are entrusted. The Project may not lead to a comprehensive reform. But it is a first and a vital step in revisiting the current system of governance for environmental management.
35. Among the essential priorities identified and recommended by the NCSA, the enhancement of the capacities of local actors (communities and authorities) so that they may better translate national commitments to the three conventions into concrete local actions has been emphasised. It is this strong recommendation which constitutes the basis of the present project.

National Reports Responding to the Rio Conventions and their Links with the Project:

Climatic Change

36. After the December 1995 ratification of the UNCCC and the intense international activity which ensued, Morocco initiated a regional project on the issue and set up a Climate Change Unit within the Department of the Environment. This international visibility of Morocco actually paved the way for its selection to host the COP7 in 2001. For this, Morocco needed to have the necessary capacities to participate in and to steer the negotiations, while at the same time attempting to honour its own commitments. In this context, a National Scientific and Technical Committee on Climatic Change was set up to provide support to the Moroccan chairmanship of the COP7.

37. On the occasion of the organization of the COP7, Morocco submitted its Initial National Communication relative to the UNFCCC in 2001. Presently, Morocco is launching the preparation work for the Second National Communication, within the framework of a project funded by GEF, executed by UNDP, and realized by MLUPWE within the Climate Change Unit. The occasion also provides an opportunity to make operational, boost, and enhance the capacities of the institutions which have been created within the framework of the implementation of the Convention and the Kyoto Protocol.
38. Since the ratification of the UNFCCC, Morocco has implemented several specific projects with the support of United Nations, which aim to improve knowledge and build the country's institutional and systemic capacities. Among them are the following:
 - A regional capacity-building project, implemented between 1996 and 2003, which permitted the setting up of the National Committee on Climatic Change in 1996 and contributed to the creation of the CIEDE in 1998;
 - A capacity-building project in the area of Clean Development Mechanism which was carried out between 2003 and 2005.
39. All of the above capacity-building actions, which target a national specialists essentially, have undoubtedly succeeded in developing certain competencies which have enabled Morocco to integrate the dynamics of international negotiations and to have the visibility which it now enjoys. The two projects –and especially the first one—have recommended capacity-enhancement actions at a local level in the course of a second phase.
40. It should be noted, however, that this dynamics in the area of Climatic Changes remains localized at the national and international levels, with little moorings at the local level where the actors concerned do not necessarily associate the restoration and management of their local natural resources with the global environmental issues.

Biodiversity

41. On the occasion of the signing of the Convention on Biodiversity in 1992, the international community adopted and recommended to conduct, “National Biodiversity Planning,” where it is recommended to follow 7 steps to ensure the conservation and sustainable use of biodiversity. These steps include: organization; evaluation; formulation of a strategy; an action-plan; the implementation; monitoring and evaluation; and finally reporting.
42. Morocco took the first step in this process by setting up a governmental department entrusted with the Protection of the Environment, two months after the signing of the Convention. The department was eventually endowed with a unit called “Biodiversity and Desertification.” The second step, which consists of evaluation, was also taken with financial support of UNDP and GEF. It includes a multi-disciplinary study: “National Study on Biodiversity.” The study yielded an inventory and an evaluation of all the resources, which feature current knowledge about biological diversity in Morocco. The study also dealt with the legislative, juridical, and institutional aspects which regulate this field.
43. The project thus perfectly subscribes to the national strategy for the protection of the biological heritage with a view to conserving it and using it in a sustainable way –as expressly stated in the five priority objectives: (1) rational and sustainable use of biological resources; (2) the improvement of knowledge on biological diversity; (3) awareness-raising and education; (4) legislation and institutions; (5) international cooperation. These objectives are broken down into orientations which are perfectly in tune of the project's expected outcome, notably:
 - In situ conservation;

- Capacity-enhancement for ex-situ conservation;
- Integrate sustainable conservation and use of the resources;
- Conservation of genetic resources;
- Participatory approach to the process of conservation;
- Inducement and alternative project base;
- On-going monitoring;
- Restoration/rehabilitation;
- Promotion of scientific research in various areas of biodiversity;
- Training of scientists and specialized technicians in the areas of research and management;
- Management of scientific information;
- Elaboration of awareness-raising programs for targeted populations;
- Updating of texts pertaining to biodiversity;
- Conformity between national legislation and the country's international commitments;
- Enhancement of national institutional capacities in the area of biodiversity.

Combating Desertification

44. After the June 1994 adoption of the UN Convention to Combat Desertification (UNCCD) and its enforcement in December 1996, Morocco started the process of establishing its National Action Plan to Combat Desertification and Mitigate the Effects of Drought (NAPCD), as it was officially presented in June 2001.
45. The strategic goal to be attained through combating desertification is achieving a sustainable development of arid and semi-arid regions of the country. To this end, the NAPCD identifies four challenges to be addressed which are indeed akin to the challenges facing the present project:
 - Preventing the desertification of little or non-degraded lands by means of preventive measures;
 - Promoting the improvement of the productivity of lands that are somewhat degraded by means of corrective measures;
 - Supporting programs designed to restore the productivity of lands which are seriously degraded by means of facilitation and accompaniment measures;
 - Fostering dialogue between the actors concerned rather than hierarchical transmission.
46. The NAPCD intervention seek to control the process of land degradation, to develop productions which favor to the renewal of natural resources, and to support programs aimed to improve the production potential. These interventions should additionally have positive impacts on the environment. The expected outcomes of NAPCD are as follow:
 - The protection and the management of natural and developed eco-systems are further enhanced when the populations which make use of these systems are involved;
 - The capacities of administrative agents and members of associations are reinforced;
 - The living standards and the incomes of rural populations are improved through the diversification of activities and sustainable and participatory management of natural resources;
 - The mobilization and development of human and natural resources are guaranteed.
47. Morocco has developed an extensive series of reports responding to its commitments to these conventions as shown in Table 1 below and conducted a large number of trainings, seminars, and public awareness-campaigns to disseminate the outcomes of these reports.

Table 1: Studies and reports developed in the framework of the implementation of the three Rio Conventions between 1996 and 2005.³

UNFCCC	UNCBD	UNCCD
Global Strategy for Training and Action-plan over the Short, Medium, and Long Terms	National Study on Biodiversity	National Action-plan to Combat Desertification
Inventory of GHG Emissions in 1994	Strategy and Action-plan for the Conservation and Sustainable Use of Biodiversity	
Impact of CC on Water Resources and on Agriculture	Report on the Indicators for Monitoring of Biodiversity	Report on the Establishment of a Monitoring and Evaluation System for Desertification in Morocco.
Initial Study on Mitigation of GHG Emissions	National Report on the Mountain	
CDM Morocco: Strategy, Organization, and Procedures	National Report on Protected Areas	
Initial Portfolio of CDM Projects	Voluntary Report on the Implementation of the Work Program on Forests.	Report on Priority Project
Description Project Documents for the Validation and Registration with the EC of the CDM.	Report on the Implementation of the Work Program of the Global Taxonomic Initiative	
Initial National Communication to the UNFCCC (2001)	Two national reports to the UNCBD (1998 and 2003)	Three national reports to the UNCCD (1999, 2002, and 2004)

D PROGRAM AND POLICY CONFORMITY

I. PROGRAM DESIGNATION AND CONFORMITY

48. The proposed project addresses the objectives of the three GEF focal areas (biodiversity, climate change, and sustainable development), and specifically fits under the strategic priority related to cross-cutting capacity-building (CB-2). The project is also fully in line with the Interim Guidelines for Cross-Cutting Capacity Building Projects. The project is specifically in line with the CB-2 programming framework related to: **“Mainstreaming Global Environmental Priorities into National Policies and Programs”**; whereby the CB-2 projects would focus on developing capacities for countries to improve their ability to meet their obligations under the three Rio Conventions by integrating global environmental priorities into national policies, plans, and programs, particularly macro-economic and poverty-reduction strategies/programs.
49. The project is aligned with the GEF approved⁴ *“Strategic Approach to Enhance Capacity Building”*. It identifies capacity development as “...strategic priority that cuts across all GEF focal areas.”

³ Morocco NCSA Synthesis Report, August 2005.

⁴ http://www.gefweb.org/Documents/Council_Documents/GEF_C22/C.22.8_Strategic_Approach_to_Capacity_Building_FINAL.pdf

50. The project is cross-cutting in addressing the common requirements of the three Rio Conventions, especially those aspects which relate to the enhancement of the legal framework, training and public participation, as well as the setting up of financial mechanisms and follow-up systems. **Table 2** below identifies the specific articles determined at the level of every Rio convention relative to these common subjects.

Table 2: Articles of the Rio Conventions which relate to the Project

Questions	Biodiversity	Climate Changes	Desertification
Legislation	Article 8 (k)	Preamble	Article 5 (e)
Financial Mechanisms	Article 21	Article 4 (1) (7)	Article 21
Public Participation	Article 14 (a)	Article 6 (i) (a) (iii)	Articles 5 (d), 10.2 (f), 19.3 (b)
Training	Article 12 (a)	Article 6	Article 19
Evaluation of the Environment	Article 14	Article 4 (i) (d) relative to the impact	

51. Finally, the project is a direct response to the NCSA. It addresses one of the priority cross-cutting capacity issues related to the implementation of the 3 Rio Conventions, and strengthens the synergies in implementing these conventions and more generally the broader global environmental agenda. It will also address some recommendations of the Rio Convention national reports.

E PROJECT DESIGN

Geographical and Bio-Physical Features related to the Global Environment

52. The decade which followed the ratification of the three international conventions was marked by the setting up of several institutional mechanisms; consultation entities, information centers, and executive secretariat apt to support the effective implementation of the country's commitments.
53. But in spite of the setting up of the institutional organization of United Nations Conventions, the execution of obligations arising therefrom, the promulgation of certain number of laws, and the elaboration of several plans and strategies, Morocco continues to undergo considerable degradation of its natural resources at the local levels – the damage is reckoned to have been worth 4.6% of its GDP in 2003. This level of degradation is due to the weaknesses in the capacities of institutional and local actors and to the dearth of synergies and integration regarding the objectives of the three conventions.
54. As an African country, Morocco has been hit by long and successive droughts. It follows that the combat against desertification, the mitigation of the effects of drought, and the protection of natural resource base constitute some of the major priorities of its socio-economic development. In this connection, the UN Convention to Combat Desertification in countries which are heavily affected by droughts and/or desertification, particularly in Africa, responds to one of the country's urgent and immediate needs.
55. Given that the degradation of natural resources, desertification, and poverty which affect vast, and essentially rural areas, are consequences of isolation, substandard socio-economic

infrastructure, and the absence of dynamism in the local economy, Morocco launched, as early 1996, several plans, strategies, and programs covering the main areas of development, the protection of natural resources, and the enhancement of socio-economic conditions in rural areas: drinking water, electrification; rural roads and other infrastructure; improvement of access to basic education; irrigation systems; protection and appropriate management of catchment areas; the development of agriculture which is predominantly rainfed; and biodiversity conservation.

56. However, the last report on poverty (which was published in 2005) shows the limited impacts of these vast, cross-cutting programs of poverty reduction and natural resource protection. Moreover, these programmes have not succeeded in spurring the local action in support of sustainable development. The main reason as has been explored and highlighted by NCSA in Morocco is scattered and poorly coordinated initiatives that do not consolidate political will for systematic action.
57. As far as biodiversity is concerned, the National Study has established the richness as well as the qualitative and quantitative dominance of terrestrial diversity in comparison with the other components of national biodiversity. Terrestrial ecosystems account for 71% of the total species inventoried all over the national territory, as compared with 22% for marine fauna, 5% for freshwater organisms and fauna, and 2% for marine flora. The Moroccan terrestrial ecosystem spreads over a geomorphologic mosaic covering a total surface area of 710,850 square kilometers. It is essentially made up of:
 - A mountainous area (4 principal chains of mountains, of which 100,000 km² are more than 2000 meter high);
 - Atlantic areas (made up of plateau and coastal plains) and;
 - Arid areas (vast domains consisting of high plateau in the Eastern region and of Saharan and pre-Saharan areas).
58. The endangered species in the Moroccan biodiversity add up to 2277 different forms, which are, like global diversity, very largely dominated by terrestrial species. The latter, in fact, account for 80% of the overall endangered forms in Morocco, followed by marine fauna (12%), then by freshwater fauna (6%), and then, lastly, marine algae (1%).
59. Forests evidently play an important role in the implementation of the Kyoto Protocol as carbon wells. But they are also a source of carbon gases, especially when forest clearing is undertaken for cultivation or when trees are felled. Forests account for approximately 7% GHG emissions in Morocco. Moreover, these sylvan spaces, which allow more than half of Morocco's population to secure their means of livelihoods, are at the center-stage of several integrated and large-scale development projects which furnish rich experiences for new national initiatives in the area of development.
60. Forests rank fourth among GHG emitting sectors. The main source of carbon dioxide (CO₂) is the combustion of fossil energies (68%), followed by the combustion of fire woods (23%) and cement-production plants (9%). The agricultural sector is responsible for a considerable part of methane emissions (enteric fermentation and manure 55%) and for virtually all nitrate oxide emissions.
61. In the area of Clean Development Mechanisms, Morocco has displayed such dynamism, as evidenced by the fact that it is the first African country to have submitted five projects, two of which have been already registered –namely, the wind energy park of *Essaouira* for 28,650 TECO₂/year, and the wind energy park of *Tetouan* for 156,000 TECO₂/year—while the three other projects –photovoltaic kits presented by ONE; HRS systems presented by OCP; and a

water-desalination station presented by ONEP—have either been submitted for registration or are in the course of validation.

62. In order to perpetuate its involvement in the mechanisms and the possibilities afforded by CDM in the area of clean technology transfers and the amelioration of the environment, Morocco has defined the strategic areas which are at the source of the deterioration of its ecological and socio-economic environment and which may thus benefit from CDM support. These areas are as follows: i) the development of renewable energies; ii) the improvement of energy-effectiveness; iii) better organized, less energy-consuming and less-polluting transportation; iv) sounder waste-management and v) systematic forestation and re-forestation to make up for the considerable deforestation of the territory.

Contextual Analysis and Baseline Information

The Context of Sustainable Development

63. Morocco has a whole set of plans, strategies and programs covering land-use planning, rural development, natural resources management, and, more recently, human development. These experiences have, for the most part, emerged in the course of the last two decades. The process of their elaboration has often entailed a diagnosis of, and an in-depth reflection on the state of affairs; an identification of the major constraints; as well as a definition of a new approach to development.
64. Some of these plans, strategies, and programs are clearly sector-based in scope. Other plans, strategies, and programs (albeit rarer) have a rather horizontal perspective on sustainable development or seek to make up for the delays accumulated in certain social areas through the execution of poverty-reduction and natural resources preservation policies. The objective of this section is not to make an exhaustive presentation of these strategies and programs, but rather to present those which are directly related to the present project.

The National Strategy for the Protection of the Environment and Sustainable Development (SNPEDD) and its National Action Plan

65. Morocco elaborated a National Strategy for the Protection of the Environment and Sustainable Development (NSPESD) which was formally adopted in 1995. The strategy was thereafter broken down into a National Action Plan for the Environment (NAPE) which involves all the actors concerned by questions related to the environment and sustainable development.
66. The main objective of NAPE is to concretize the National Strategy by means of action programs that integrate the environmental issues into the various sectors of importance for socio-economic development. NAPE comprises 7 programs some of which are already being implemented within the framework of the Plan for Economic and Social Development (PESD) 2000-2004, such as:
 - Protection and sustainable management of water resources;
 - Protection and sustainable management of soil resources;
 - Air protection and the promotion of renewable energies;
 - Protection and sustainable management of natural milieu;
 - The prevention of natural catastrophes and major technological risks;
 - The Improvement of urban and rural areas;
 - Environmental management and communication.
67. Nevertheless, the national and international contexts have markedly evolved over the last two years: internationally, following the enforceability of the Kyoto Protocol, and nationally, in the

wake of the dynamics created by the launch of the National Human Development Initiative. The need to update the first strategy in light of this novel context has quickly imposed itself. A new National Strategy for Sustainable Development (NSDD) will soon be elaborated through a wide process of consultation and update of NAPE will be undertaken on the basis of an evaluation of the new NSDD orientations.

68. The implementation of this new strategy will be associated to the process of National Human Development Initiative, which is the government's strategic tool to achieve the Millennium Goals.

Other National Strategies relating to the Management of the Global Environment

Strategies for Agricultural and Rural Development

69. Ever since the country's independence, and besides its considerable social importance, the agricultural sector emerged as a key sector to the economy. Today, considering its multiple functions (food-supply, economic, social, and environmental), the agricultural sector constitutes one of the main stays of economic and social development, despite its vulnerability which is attributable to climate variability and change. This has a great implication on rural poverty
70. Still, the sector contributes to the overall GDP in a significant way; its contribution ranges from 12% to 24% according to climatic fluctuations. The long-term strategy, elaborated in 2000 and designed to promote the development of Moroccan Agriculture, as well as the policy aimed to assist the implementation of the strategy, which was also published the same year, recommends a stronger environmental engagement, while recognizing the existence of areas believed to have fragile ecology. The latter necessitates a specific sustainable development policy aimed at the advancement of the population and the preservation of resources.
71. The long-term development strategy of Moroccan Agriculture has been developed to supplement the Rural Development Strategy up to the year 2020 whose central objective is to create such conditions as would allow rural populations to create an ongoing dynamic process which would, in turn, permit the correction of dis-equilibriums and the preservation and development of the potential of rural areas. The strategy is premised on the following fundamental principles:
 - Human development constitutes the aim of rural development. Equity and solidarity are deemed to be the basis of social equilibriums. Solidarity should take the form of assistance, but should rather be part of genuine economic and social development of rural areas;
 - The search for economic efficiency is a value shared by all. Often, however, the preeminence of the brutal logic of financial profitability induces acceptance of regional disparities and the re-emergence of poverty
 - Rural development is founded on democratic participation and dialogue.
72. The starting point of this strategy is an essential observation: rural development should not be perceived as a program emanating solely from the State. Development must be a social phenomenon founded on the initiatives of actors as well as on the harmonization of the multiple projects that these actors formulate. This fundamental change in the positioning of the State presupposes the existence of local actors, acting as full-fledged partners. Given the state of affairs right now, considerable efforts should be made in order to build and enhance the capacities of local actors.
73. In spite of the inexistence of an action-plan which would make operational the Rural Development Strategy, it should be admitted that virtually all the projects which are carried out

by the Ministry of Agriculture and Maritime Fisheries (MAMF), formerly called Ministry of Agriculture, Rural Development, and Sea Fisheries before the 2007 legislative elections, have striven to be compliant with the spirit of this strategy, notably in its reliance of consultation-based diagnoses and the devising of local development plans with the participation of would-be beneficiaries. The current Rural Development Strategy is currently being phased into the “Plan Maroc Vert”, a new agriculture strategy announced by the Moroccan Government in April 2008 that aims to promote and modernise the agricultural sector while also increasing incomes for small farmers and to promote local population participation as well as decentralized planning.

The National Tourism Strategy

74. The tourism sector plays a primordial position in the country’s economy: it accounts for 7% of the GDP, generates as many as 608,000 direct and indirect jobs (or, 5.8% of the active population) and rakes in 16.5 billion *Dirhams* in currency. Above all, tourism is endowed with the capacity to shape society and spaces owing to increasing flows which are unequally distributed among the country’s regions. The mobilization of considerable credits which are invested at the local and regional levels, along with the intervention of the State –which was formerly direct but is now increasingly indirect—to boost regional development mark the country and people in sundry ways, according to regions. Tourism has become one of the main factors of spatial organization and a determining factor in the modification of ecological and environmental equilibriums and local economies.
75. Bearing in mind that the tourist market-share of Morocco as a tourist destination remains relatively small compared with the other competing Mediterranean countries, the State devised a National Strategy for the Development of Tourism in Morocco. The goal of the strategy is to attract 10 million tourists by the year 2010. The attainment of the goal necessitates tremendous financial efforts directed essential to upgrade hotel infrastructures both in urban and rural areas which remain virtually unexploited by tourism. It also entails the implementation of an unprecedented capacity-building policy (the aim here being to train more than 70,000 tourism professionals, especially in rural areas), in order to improve the conditions of reception and the preservation of the environment, which constitutes a genuine capital to be used in the development of the tourism activity.

The National Energy Strategy

76. The national energy strategy –which is founded on a global approach combining market mechanisms, socio-economic imperatives, and the country’s policies—puts the protection of the environment at the center of its priority goals. This entails the search for priority energy objectives such as the promotion and use of Renewable Energies; massive introduction of natural gas; the development and use of LPG in rural areas; the improvement of energy cost-effectiveness; and the promotion of wood-energy saving programs.
77. The main axes of Morocco’s energy policies revolve around the following points:
 - The security of supplies in order to guarantee the availability of energy products;
 - The search of the best energy cost in order to contribute to the upgrading of the productive fabric;
 - The generalization of access to energy;
 - The preservation of the environment;
 - Control and security through the development of clean energy technologies;
 - The upgrading of product specifications and energy equipment standards;

- The development of observation and energy prospects through the improvement of information systems, the forecasting of the evolution of the sector over the medium and long terms, and the development of competencies;
 - The liberalization of markets; the restructuring of energy tracks; and the re-positioning of the electric sector in an increasingly competitive sector.
78. As early as the 1980's Morocco opted for the development of renewable energies. To that end, it set up the Center for the Development of Renewable Energies and devised a National Strategic Plan for the Development of Renewable Energies. The plan has been elaborated to achieve the following:
- To boost the participation of renewable energies from 0.24% currently to 10% by 2011 and 20% by 2020;
 - To reduce imports of energy products from more than 22 million TOE (as forecast for 2020) to less than 18 million TOE;
 - To reduce the rate of energy dependence from 97% presently to less than 80%
 - To permit the electrification of some 300,000 rural homes which are remote or isolated from the national power network
 - To attract investments totaling 19 billion *Dirhams* by 2011;
 - To create 11,500 jobs by 2011, notably in rural areas;
 - To make gains amounting to 2.7 billion *Dirhams* (by 2011), arising directly from saving primary energy –roughly 2 million TOE.
79. At the environmental level, the Strategic Plan will offer possibilities to benefit from funding within the framework of Clean Development Mechanisms; the Carbon Fund; and the Global Environment Fund. It will also enable the country to avoid emitting 30 million tons of carbon annually.
80. Linked to the national energy strategy is the initiative led by the Ministry of Interior to support large urban centers to implement urban mobility plans. UNDP and GEF are currently working on a project proposal to mainstream CC and GE issues into this urban strategy. Furthermore, UNDP GEF is also involved in the development of a public lighting project to promote CC mitigation and GE issues.

Hydraulic Resources Management Strategies

81. In view of its geographic position –where two thirds of its territories are considered arid or semi-arid areas—and given its political and economic choices which are centered on agricultural development, Morocco has from the outset placed the management of hydraulic resources at the center of its national priorities. The importance of the sector has impelled Morocco to adopt a strategy designed to assure water supplies in a regular way and on a permanent basis. The strategy is centered on the achievement of objectives which are attuned to the major goals of the country's sustainable development. All of the objectives are, of course, aimed at improving the living conditions of the citizens.
82. Put another way, the aims of strategy are as follow:
- Facing up to increasing requirements and securing drinking water supplies for urban and rural populations;
 - Contributing to the country's food security by promoting the development of irrigated agriculture;
 - Restoring, improving, and protecting the quality of water by linking quantitative and qualitative aspects in all of the plans of development and management of water resources;

- Ensuring the protection of the populations and goods against rises in water levels and flooding;
 - Reducing dependence on the outside world, by developing hydraulic potentialities for the production of hydro-electric power;
 - Promoting regional development by facilitating balanced access to water all over the Kingdom.
83. The efforts expended in the area of water planning ever since the beginning of the 1980's are aimed at developing resources in water. They have actually culminated in Master-plans for the Development of Water Resources and Hydraulic Basins. These master-plans are shortly due to be completed by a National Water Plan whose major objectives consist in:
- Assuring a permanent correspondence and lasting equilibrium between requirements and the available water resources;
 - Highlighting the regions which are suffering from dis-equilibriums in water resources and considering the possibility of appropriate water transfers between regions having water surpluses and regions suffering from water shortages;
 - Developing an operational strategy (covering the upcoming decades) which not only determines the most appropriate technical options for developing, managing, and preserving water resources but also selects the institutional, legal, and economic instruments that are apt to guarantee economical and sustainable use of water resources.
84. Morocco has likewise endowed itself with a considerable legal apparatus relating to sustainable development and to environmental management. However, the on-going demographic, economic, and social evolution has rendered a great number of provisions pertaining to this legislative corpus, which is still in force, somewhat obsolete, inadequate, and ill-adapted to the present situation –which is marked by the degradation and overexploitation of ecosystems. The legal arsenal is also unable to provide MEMWE officials and agents with the necessary tools which would empower them to control the environmental situation, to prevent sundry and multiple hazards, and to impose sanctions in order to curb all sorts of abuse.
85. The updating of the legal arsenal is, therefore, necessary and urgent. The arsenal needs to be enriched, adapted to new environmental facts, and sensitized not only to the various menaces which threaten our natural resources, but also to the country's commitments and to the imperatives of development. This process is indeed part of the capacity building which is undertaken in order to implement the Rio Conventions. Besides, it serves to shore up the rule of law and to contribute to sustainable human development.

By way of illustration, and without being exhaustive, let us cite the following laws: the Agricultural Investment Code (1969); the Law bearing on the Development of *Bour Land* (Non-irrigated Areas) (1994); the Law on Water (1995); Law no. 11-03 relative to the Protection and Enhancement of the Environment; Law no. 12-03 relative to Impact Studies; and Law no. 13-03 relating to the Fight against Air-Pollution.

Plan for Economic and Social Development

86. Locally, the main tool of communal planning is the Plan for Economic and Social Development (PESD) which is devised annually by the Communal Council and transmitted to the provincial level for budgetary allocations. The process governing the drawing up of plans did not integrate consultation with local populations or any clear and transparent technique for categorizing local needs according to priority. More often than not, these plans are mere juxtaposition of technical slips or sparse actions which are identified by elected officials without any integration efforts or long-term vision. It is precisely this inadequacy which the National Human Development Initiative attempts to remedy at the level of the 403 rural communes and 250 urban communes

which have been granted priority. The NHDI has indeed identified a participatory and consultation-based process for the drawing up of local development plans, which will, in the near future (by 2010), be extended to all the communes in the country. Based on the NHDI experience, the Government of Morocco wishes to generalize the participative approach within the PESD process and has developed a guide to this effect. Furthermore, a contractual approach is currently being implemented between the MoI and the municipalities and communes. Contributing to the consolidation of this process, notably through the integration of the environmental component, is the base line of the present project.

The Institutional Context Related to Global Environment

87. Many public and non-public institutions in Morocco are closely involved in the implementation of the policies and programs related to sustainable development and to the management of GE specifically. The governmental institutions which are closely linked to the project are as follow:
88. **The Ministry of Energy, Mining, Water and Environment (MEMWE)** , (formerly called the Ministry in charge of Land Use Planning, Water and Environment) hosts all of the following: the CDB Focal Point, through its Department of the Environment (SSWE);, the Focal Point of UNFCCC; and the Kyoto Protocol. As an administration with a horizontal calling, MEMWE is responsible for the coordination of actions related to the environment, in general, and to biological diversity, in particular. This Ministry is also comprised of other departments (Water Energy and Mining) which are also concerned with the preservation of landscapes, natural ecosystems, water resources and so forth. The Ministry, which is relatively recent, deploys a fairly considerable network of external services, through its regional representations (IRATE's), which might play a fundamental role in the reinforcement of capacities and proximity-based supervision. These 16 inspectorates are located at the level of every Administrative Region in Morocco. Their recentness, combined with the inadequateness of the human and material means they have at their disposal, seriously hamper their effectiveness compared with those of other older institutions, such as the Ministry of Interior, the Ministry of Agriculture, or the High Commission for Water, Forestry, and the Fight against Desertification. Since the 2007 legislative elections, the Department of Environment has been strengthening its decentralized structures at regional level through program-contracts with regional collectivities. Through these decentralized structures, the MEMWE will actively contribute to the PESD process by guaranteeing the mainstreaming of GE at the level of diagnosis, planning and implementation.
89. **The High Commission for Water, Forestry, and Combating Desertification (HCWFCD)**
The Commission assumes State responsibility for a number of spaces and territories which are strongly concerned by the environmental problematic and the focus of interest of the three Conventions, notably, the forestry sector; the protection of wild life; the preservation of humid areas and other protected areas; hunting; and continental fishing, etc. The HCWFCD is among the administrations which are well represented at the local level. The Commission has 10 Regional Directorates which are well equipped with human and material means. These Directorates in and by themselves constitute veritable administrations with multi-leveled territorial representations. Each Regional Directorate in charge of Water and Forestry is represented at the provincial level by a Provincial Service which supervises three other levels constituted by a Forestry Development Service; a district; and a sorting unit which is often located at the infra-communal level. Such proximity-based deployment confers on the HCWFCD a peerless supervisory and monitoring capacity.
90. **The Ministry of Agriculture and Maritime Fisheries (MAMF)**
Bearing in mind the areas it covers, the MAMF, formerly called the Ministry of Agriculture, Rural Development, and Fisheries (MARDF), is strongly concerned by the effective implementation of the three Conventions. The Ministry is responsible for a sector emitting

considerable proportion of GHG inasmuch as the gases linked to farming activities account for 25% of national emissions. It is also deeply involved in the management of national aquatic and terrestrial biodiversity. Thanks to its sundry departments and technical units (Rural development; sea fisheries; cooperation, land conservation and development; cartography; the management of irrigation; hydro-agricultural developments; plant protection; vegetal and animal production) and to its training and research institutions (ENFI; IAV Hassan II, INRA, INRH, etc.), the Ministry of Agriculture is a key actor in any action aimed to fulfill Morocco's international commitments in the area of Global Environment. The Ministry has external services which are strongly established in rural areas, as evidenced by its 122 nationwide Works Centers. In the area of marine biodiversity (rational exploitation of halieutical resources; sea-fishing development; the protection of marine environment, etc.), the Department of Sea Fisheries is more qualified to devise programs/plans and policies for the conservation and sustainable use of these ecosystems.

91. **The Ministry of Interior**

The Ministry of Interior is concerned with the project at several levels. The General Directorate of Local Communities (GDLC) has a power of oversight on local level, where local communities are the key actors in the management of natural resources and spatial and temporal mainstreaming of local environmental issues, which is essential to strengthening the linkages with the Global Environment. The capacity building strategy for local collectivities and the development of PESDs engaged by MoI will be the opportunity to institutionalize GE issues within local development. Any capacity-building action in the area of the environment which is intended for local communities, notably communes, must be subjected to coordination with the GDLC which is currently working on a Master plan for Training of Local Authorities. The new NHDI Secretariat constitutes another area of intervention for the Ministry of Interior. Set up in the wake of the announcement of the NHDI on May 18, 2005, the Secretariat of the NHDI is witnessing tremendous development: it has been endowed with an extended team and considerable operating means at the central level. Its representation at the local level is through local authorities which are already present locally, notably the Governors of the Provinces which are concerned with the NHDI.

92. **The Ministry in charge of Social Development, Family, and Solidarity (MSDFS)**

This new Ministry is the institutional entity which is empowered to prepare, coordinate, and evaluate the government's official policy in the following areas: social development and cohesion; the fight against exclusion, stability, and poverty; and the promotion of national solidarity. Since the launch of the NHDI, the Ministry has been attempting to play a significant role in the boosting of this process. However, the lack of clarity in the definition of the Ministry's prerogatives in relation to those of the Ministry of Interior has begun to alter its engagement in this national initiative.

The MSDFS coordinates the institutions and the structures under its authority which constitute the pillar of the social sphere in Morocco. As legal entities endowed with budgetary and financial autonomy, these institutions work under the aegis of the Ministry –which is tasked with coordinating the government's social policies. Ever since the Ministry was formally engaged in the NHDI process, these institutions have come to acquire such public renown and visibility that they have become pivotal in any large-scale field action. Among these institutions, we may cite (i) the State Secretariat in charge of the Family, the Protection of Children and the Handicapped; (ii) National Mutual Aid; (iii) the Agency for Social Development; (iv) the National Social Action Institute.

93. **The Agency for Social Development**

Set up in 1998, the Agency for Social (ASD) Development has a specific mission: combating poverty through local micro-projects, the execution of which is delegated to operators under the

oversight of the ASD. Built on the basis of social fund models developed in several developing countries, particularly in Latin America, the ASD has set one critical objective: working with a small, qualified, and contract-based team. The main tasks and characteristics of ASD are as follow: (a) poverty-reduction by means of income-generating micro-projects; (b) the institutionalization of the roles of NGOs and the private sector in social development and; (c) the introduction of a posteriori control designed to phase out classic budgetary procedures.

94. One of the major innovations brought by this agency consists of institutionalization of the partnership between the State/NGO/Private Sector which is reflected in the make up of the Administrative Board. Fifty percent (50%) of the membership of the latter is from the civil society. As far as its intervention strategy is concerned, the Agency distinguishes between three levels of actions. At the local level, the objective is to work with NGOs or with unemployed graduates on specific business projects. At the intermediate level (the region or the province), supervisors are assigned the task of following up on the work of social workers/leaders and supervising them. At the national level, the supervision is taken care of by contract agents who are tasked with specific assignments.
95. The real calling of the Agency is not to act as a direct operator; its role, therefore, is not to implement projects. By contrast, the setting up of training networks in order to enhance institutional capacities and entity (association) management stands out among the prime priorities of this institution. The agency's intervention logic makes of it a sort of hybrid partner: it acts as a fund provider because it has considerable funds, and the use is delegated to other actors; it also acts as a technical advisory entity, for it has approaches which it seeks to promote. This role is highlighted in the Agency's active participation in the PESD process as a technical assistance provider and fund contributor.
96. **The Office of the Prime Minister**
The Prime Minister's inter-ministerial coordination action is promoted thanks to three Development Agencies which are active and covering more than 75% of the national territory. These entities are as follow: (i) The Agency for the Promotion and Social and Economic Development in the Kingdom's Northern Prefectures and Provinces; (ii) The Agency for the Promotion and Social and Economic Development in the Kingdom's Eastern Provinces; (iii) The Agency for the Promotion and Social and Economic Development in the Kingdom's Southern Provinces. Set up and given the status of Public Establishments with financial autonomy, these institutions are tasked with studying and proposing territory-based development strategies; federating the efforts deployed by different ministerial department; and searching for the necessary funding means in order to facilitate the conception and the realization of projects with significant socio-economic and environmental impacts. Given that these entities operate thanks to the contracting out of their interventions with local collectivities in their own territories, they are becoming highly solicited partners.
97. **The Ministry of Tourism**
This Ministry is increasingly called upon to play a primordial role in the development of national biodiversity. Ever since the launch of the national program for the development of tourism in Morocco, in general –a program which aims at attracting some 10 million tourists annually by 2010—and of rural tourism, in particular –through the setting up of the concept of "Tourist Reception/Hospitality Countries"—many tourist infrastructures have been set up. These infrastructures now generate wastes which have started to directly affect ecosystems, landscapes, and various species. Its role should not be limited solely to safeguarding and respecting all natural parameters in every tourist investment projects, but should extend it further to promote other options apt to generate eco-tourist activities which are based on such notions as species, ecosystems, landscape, etc.

98. **Research Institutes and Universities**

National universities and schools of engineering are particularly involved in the problematic of sustainable development and the three conventions. Training has been thoroughly adapted through the introduction of modules dealing with aspects linked to climatic changes, biological diversity, and the phenomena of desertification in academic curricula. Scientific research has likewise witnessed re-orientation and unprecedented dynamism. Numerous study and research groups have been set up and countless research and development programs have been established (energy-saving to mitigate GHG gases; the identification of areas that are vulnerable to CC and to physical and biological degradation; new cultures that are more adapted to droughts etc.). The teaching staff comprises internationally recognized experts. Among the most active universities and schools of engineering in this area mention should be made of: INRA (or, the National Institute of Agronomic Research; ISR (or, the Scientific Institute in Rabat, EHTP, IAV HII (or, Hassan II Agronomical and Veterinary Institute; ENIM (or, the National Mineral Engineering School), EMI (or, the Mohammedia School of Engineering) and so forth.

99. In the process of its deployment and field implementation, the project should be premised on a sound and structuring partnership with Local Collectivities and Authorities, at the communal, provincial, and regional levels. The partnership will be translated into the setting up of mutual consultation mechanisms which will be established with different elected councils (the regional, the provincial, and the communal councils), together with their presidents, as well as with the representatives of the Local Authorities, each at his/her own level (the *Wali*, the Governor, and the *Caid*).
100. The project will see to the involvement of local and national NGOs (*ENDA-Maghreb*; *TARGA-Aide*) as well as with local and village associations and organizations (namely, cooperatives, women's associations, village associations).

The NHDI, Local Strategic Planning and their Links with the Global Environment

101. For more than ten years Morocco has stepped up its efforts in the areas of development and social action by earmarking more than 50% of the State budget to social sectors, through sector-based programs covering health-care, education and training, subsidized housing, rural development. In spite of these considerable efforts, Morocco has not succeeded in setting up effective mechanisms in its poverty-reduction strategy. On the contrary, the effects of some of these policies,⁵ combined with the impacts of certain exogenous factors,⁶ have sometimes deepened poverty and inequalities among the population (WB Report on Poverty in Morocco, 2004). The launch of the National Human Development Initiative was decided on in May 2005 to make up for such lacunae by conceiving new tools and procedures of global local planning and setting up a new mode of governance which is centered on poor populations.
102. Aside from the considerable funds being allocated –10 Billion *Dirhams* to be expended between 2006-2010—to four programs to be run on a participatory-based planning, the NHDI is to be appreciated through its global approach, which takes into account increasing decentralization or decentralization of State structures. The NHDI programs are as follow:
- The fight against rural poverty (in 403 Rural Communes);
 - The fight against urban social exclusion (in 250 districts);
 - The fight against precariousness; and

⁵ Sector-based programs for territorial upgrade (PERG, PAGER, PNNR ...) where the beneficiaries contribute towards funding, as these programs require considerable investments.

⁶ The Heavy dependence of the National Economy on climatic ups and downs has given a dramatic dimension to the last successive droughts which Morocco has undergone.

- A transversal program.
103. The priority actions which have been deemed essential to spur dynamic local development are:
 - Access to basic infrastructures (drinking water, electricity, pathways, and rural roads);
 - Enhancement of the human Capital (health; literacy, training, democratic culture);
 - Income-generating activities;
 - Preservation and rational management of natural resources and the environment.
 104. The NHDI and the local strategic planning process are conceived as a major project coordinated by the Ministry of Interior and involving all Government ministerial departments. Effective implementation and monitoring fall within the sphere of responsibilities of local authorities, particularly the Governors. The implementation process is premised on ad-hoc committees created at the communal and provincial levels on the basis of the following composition: 1/3 of elected officials; 1/3 representing the external services of administrations; and 1/3 representatives of the civil society. Chairmanship is assumed by the President of the Communal Council at the level of the Commune and by the Governor at the level of the Province.
 105. Still, the effect of the announcement given to the NHDI has created new hopes and high expectations on the part of poor populations, which has inevitably put more pressures on the ministerial departments which are tasked with the effective implementation of this initiative. The haste and the swiftness which have marked the definition and the setting up of tools and procedures governing the implementation of the NHDI partly account for the poor results obtained in the course of the year 2006. The substandard results are also due to the insignificant changes in the attitude of the State and local governance, without which the National Human Development Initiative would be nothing more than a development program of the same nature and caliber as the previous programs which have shown their limitations in the past.
 106. On the basis of the lessons learnt from the first year of the implementation of the NHDI, the unit which is tasked with the coordination of the initiative, within the Ministry of Interior, intends to re-orient its efforts in order to consolidate the institutional tools set up and enhance the capacities and the supervision of local actors in the area of territorial planning. In this connection, and in order to refocus efforts and ensure the achievements of the basic goals of the NHDI, the main promoters have clearly expressed the necessity to integrate the tools specific to local environment and to the rational management of natural resources into territorial planning. By doing so, they seek to give these considerations greater visibility in future local human development plans. Such a great expectation constitutes the basis of the present project. Without the GEF intervention, however, the main stakeholders involved in the initiative will lack an adequate capacity (knowledge and skill set) to coherently integrate environmental management aspects in local development planning and implementation. Therefore, by using NHDI and the local strategic planning process as a critical entry point for integrating global environmental objectives of Morocco will offer a comprehensive framework for making environmental management an integral part of Morocco's development and poverty reduction efforts.

Other Baseline Initiatives related to the Project.

The National Master plan for Land Use Planning (NMLUP) and the Regional Master plan for Land Use Planning (RMLUP)

107. Soon after its creation, MLUPWE initiated a nationwide Debate on Territorial Land Use Planning which led to the drawing up and adoption of a Charter, The National master plan for Land Use Planning. The master plan, which constitutes a third component of the new Moroccan policy in the area of land-use planning, was formally approved in 2004. The document synthesizes a transversal approach which aims at respecting the competencies of each sector and

to give all these actors a global vision of land use planning –one which streamlines environmental concerns and fosters the preservation of natural resources. The document underscores the major elements, stressing prospects and urgencies, over the short and long terms (temporal axis). It invokes risks and opportunities, emphasizing a primordial question: water (the spatial axis). The Regional Master plan for Land Use Planning (RMLUP) has been conceived in order to provide a coherent framework and authorize the regional action, by way of regional land use/development schemes which must be elaborated in close collaboration with all of the actors concerned.

The Master-plan for Training of Local Authorities

108. Without undertaking a real reform of its administration system, Morocco has initiated a process of renovating and evolving its model of governance. The recent update of the communal and provincial Charters and the will to carry on with decentralization are two examples of the political determination to reform the administration system at large. At this stage of attribution of new roles and competencies, the Ministry of Interior and Moroccan Local Collectivities have started a vast project of capacity-building to benefit local communities, with the support of French Cooperation.

109. The Master plan for Training of Local Authorities in Morocco (a program designed to assist decentralization and the formulation of local development plans), the program meets several challenges, three of which are directly linked with the objectives of the present project:
 - The improvement of the framework of relations between State services and Moroccan local collectivities, through:
 - ▶ The redefinition of the missions of DGCL (General Directorate of Local Collectivities), an entity which oversees local collectivities, in the framework of decentralization;
 - ▶ The repositioning of State services as partners of local collectivities, at the regional level;
 - ▶ The evolvement of the status of the staff working in Moroccan local collectivities.
 - The adaptation of the training of elected members and administrative officials working in Moroccan local collectivities, through:
 - ▶ The drawing up of a national training scheme and regional training schemes designed for elected members, as well as for administrative officials and agents operating in local collectivities. The 5 pilot regions selected are: Rabat-Sale-Zemmour-Zair; Tangiers-Tetouan; Marrakech-Tensift-El-Haouz; Souss-Massa-Draa; and the Eastern region;
 - ▶ Conception and setting up of *Maisons de L'Elu* (Houses of Elected Officials) in the selfsame five pilot regions.
 - The capacity-building of the supervisory staff overseeing Moroccan local collectivities, through:
 - ▶ Accompaniment of local collectivities in their handling of projects;
 - ▶ Conduct of bids for projects;
 - ▶ Capitalization on and disseminations of “good practices”.

Critical Gaps and Weaknesses for Mainstreaming GE in the Local Planning and Monitoring Processes of the NHDI

110. All of the actors operating in the area of development, whether they be institutions (MEMWE, HCWFCD, MARDF, MoI) or international organizations (UNDP, notably through NCSA

Project, the World Bank) or associations (AMSED, ENDA, TARGA) have agreed that the inadequate capacities of local actors represents a major obstacle to the establishment of lasting dynamics of local development. The same observation has been made by the NCSA Project which sees such incapacity as a stumbling block for the creation of synergies necessary to the implementation of the three Conventions and their effective and firm establishment in the reality of the country's local communities. Nevertheless, capacity-building remains an extremely vast field which encompasses a multitude of areas and levels of intervention.

111. In view of the modesty of means at its disposal, the project, unable to address the problematic in its entirety, has been obliged to target some priorities and to make some considered and strategic choices, using in its method of differentiation/spread three basic tools:
 - A capacity assessment scorecard to determine requirements in the area of capacity enhancement (see the results of the survey in **Annex 1**);
 - Meetings and bilateral discussion with the principal officials from Ministerial Departments and officers in charge of major development projects (the list of stakeholders consulted during the elaboration of the project is to be found in **Annex 2**);
 - Technical consultation workshops to validate the identification of the main constraints and priorities in the area of capacity-building (the list of the participants in the consultation workshop for the preparation of the project is featured in **Annex 3**).
112. Technical consultation meetings brought together all of the actors encountered not only during the surveys covering associations but also during interviews, as well as resource persons who, by virtue of their experience in the area of development, are apt to contribute to the identification of critical weaknesses in the area of local capacity building and to propose priority solutions to them. The technical consultation workshop has served to collectively confirm several findings and to formulate propositions and recommendations –the most important of which are described below.
113. **Strong Requests to Integrate GE Aspects in the Existing Consultation and Planning Tools.** What is needed here is not the re-invention of new tools, as the NHDI and local strategic planning already employ a set of effective planning tools and methods, but rather a methodology, a set principles, and rules and procedures to introduce global environmental aspects as integral part of local development planning. What is needed also is harmonization work which takes as a starting point the tools and mechanisms for decentralized governance system with primary focus on environmental mainstreaming at that “horizontal” level. A sample is presented in **Table 3** below.
114. Notwithstanding the multiplicity of planning tools, it should be acknowledged that the NHDI and the local strategic planning process stand out as not only as the most complete tool but also as the most readily extensible to all communes. Presently, the initiative concerns some 403 rural communes and 250 urban communes, but it will steadily be adopted by the other communes. The initiative will be uptaken by institutional actors, among others cross-sectorial departments that subscribe to the same philosophy in the implementation of their projects. Furthermore, besides the considerable funds that it allocates to a range of projects on the basis of participatory planning, the NHDI is appreciated all the more for its global approach which takes into account the openness and decentralization of State structures. For all these reasons, the NHDI and local strategic planning process have been retained as a powerful vector for this project. This retention has been agreed thanks to close partnership with the key stakeholders.

Table 3: Existing Tools for Environmental Planning an the Local/Regional Level

MEMWE	<ul style="list-style-type: none"> • Local Agenda 21 (in urban areas at the local, provincial, and regional levels) • SRAT
HCWFCD	<ul style="list-style-type: none"> • PDD (<i>Douar –Rural district or community--Development Plan</i>) with GTZ • Work Contract (with local populations) with a EU project dubbed, the Catchment Area Project. • PAC (Community Action Plan) with the Management of Protected Area Project (PGAP/GEF/WB)
MSDFS	<ul style="list-style-type: none"> • PMVB (<i>Bour (Rain-dependent) land Perimeter Development</i>), 1996 through 2001 • PIC (Communal Investment Plan) same tools as DRI/MVB (Integrated Rural Development for the Valorization of <i>Bour (Rain-dependent) Lands</i>) since 2002 • PDC (Communal Development Plan) as a tool of DRI/PMH (Small and medium Hydraulic projects) since 2001. • Cooperatives Development Plan) with the PDPO2 • PICB and GD (Integrated Plan for the Preservation of Biodiversity and Sustainable Development) of the Transhumance Project, GEF/UNDP • PDD (<i>Douar (Rural Community) Development Plan</i>) with the UE MEDA project
NGO	<ul style="list-style-type: none"> • PDL (Local Development Plan)
MoI	<ul style="list-style-type: none"> • PDES (Social and Economic Development Plan) • PDC (Communal Development Plan) at the level of Rural Affairs Directorate with UNICEF • PDRI (Integrated Regional Development Program) in cooperation with the APDN/S/O in 6 pilot regions, with the GOLD/UNDP project. • ILDH (Local Human Development Initiative)

Capacity Constraints at the Systemic Level

115. While, as it has been pointed out earlier, there exist several methodological planning tools which have been developed and implemented by the State and associated actors in the area of development, the tools are not harmonized enough, nor are they equipped with environmental mainstreaming mechanisms at the local, provincial, regional, and national levels –which is essential for any clear linkages between local environmental problems and GE and international Conventions. Thus, even if the most important action is local in scope, the present project must look for synergies through such tools as the NMLUP and the RMLUP, in addition to the mechanisms which facilitate territorial integration.

Constraints at the Institutional Level

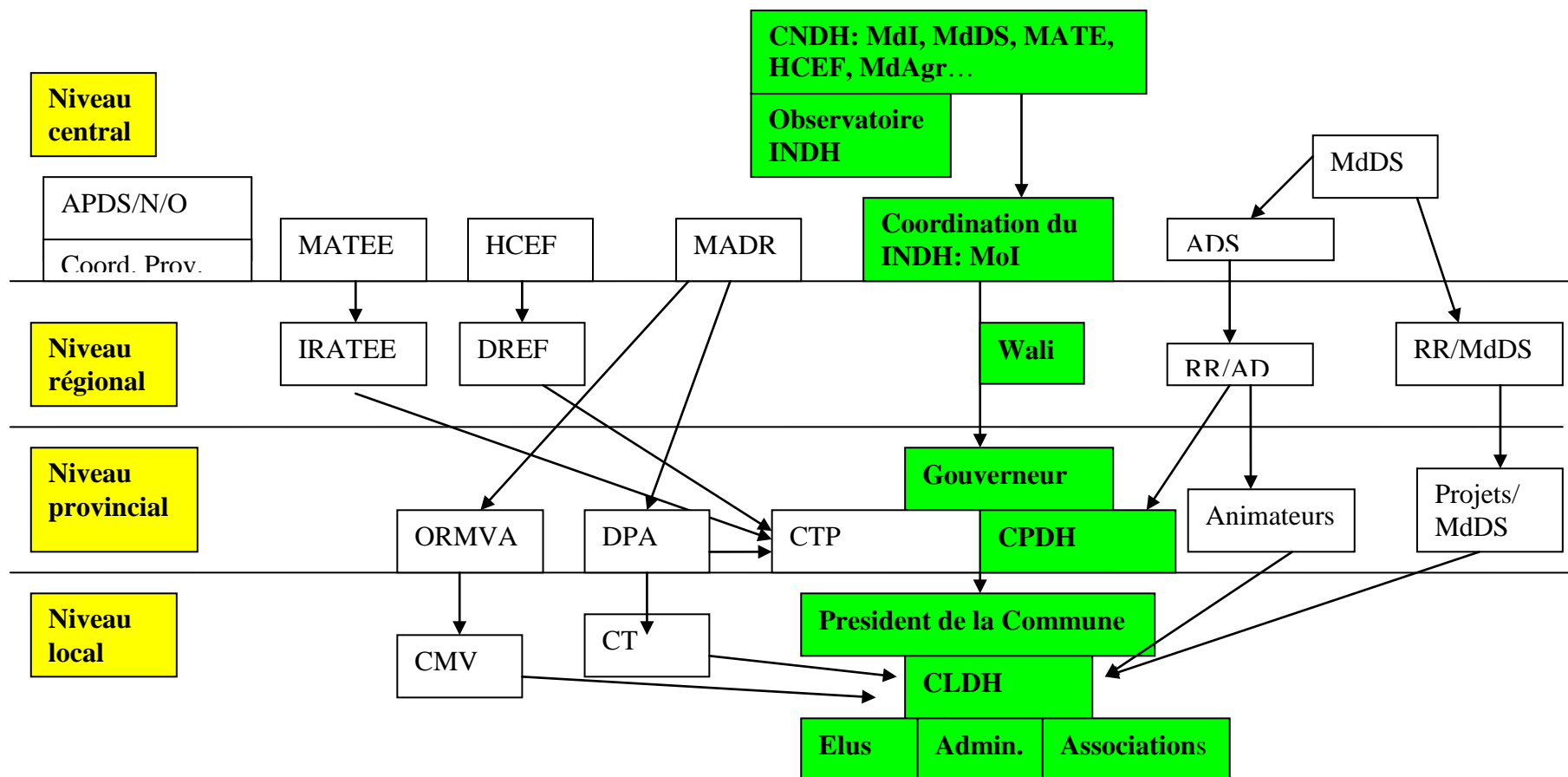
116. Several constraints have been identified at the institutional level. Among the most important note should be taken of the following:

- The rural commune, along with its council, must play a key role in the decentralization of the State. However, the weaknesses perceived in the capacity of this institution prevent it from playing the role of a local leader. The absence of leadership represents a serious obstacle to the creation of local dynamics in sustainable development;
- In the absence of leadership in local collectivities, the intervention of the Administration at the local level is made in an way, without any coordination or synergies. Most major governmental interventions are sector-based, not allowing for any territorial integration, for they are carried out according to similar methodological moves which are unceasingly

being repeated in the same geographic area and often in the same timeframe. (See **Figure 1** below which features institutional overlaps);

- The multiplication of activities in the same areas and solicitations in the same field is often overwhelming and undermines the credibility of development actors. It is unconceivable that the information collected by projects are not shared with the other actors who find themselves obligated to address the same population anew concerning the same needs. The rural commune might constitute a space for the accumulation of the collected information/data and an interface for the harmonization of interventions on its territory.
- All the new interventions which privilege the participation of the population and local consultation come to the same conclusion: the participation of women remains extremely limited. While women's participation is sometimes forced at the stage of consultation and the identification of needs, it is virtually non-existent at the level of decision-taking. There are practically no elected women in rural areas. The external services of the Administration are predominantly run by male constituency, including the field of education. Up until 2006, Local Authorities are represented as male sector. It should be noted that for the first time in its history, Local Authority Staff Training School has opened its gates to women. The redeployment of women in this sector, however, will prove significant only within a decade or so, at least. In any case, the essential question of women's integration in local decision-taking spheres remains unanswered and must find a solution.
- As noted above the current institutional set-up is organized sectorally, in a way that does not mandate sector Ministries to align with global environmental management objectives. There are no procedures and mechanisms in place that will allow for integration of environmental concerns into the relevant sectors "vertically", or into the regional development, "horizontally". In this context, the NHDI initiative and local strategic planning process are positioned strategically to overcome sectorial fragmentation at local and regional levels by taking integrated and bottom up approaches to development planning (including priority setting, budgeting and monitoring and evaluation of results).

Figure 1. Links between NHDI Local and Central Planning



Capacity Constraints at the Individual Level

117. The main constraint observed at the individual level is manifestly the structuring capacity weakness of individual actors. Aware of this weakness, several projects and programs have made considerable efforts to make up for these inadequacies. Unfortunately, these efforts have either been too local in scope or with limited impacts compared with the magnitude of the problem. Ever since 2005, the NHDI has launched a series of training sessions for the benefit of certain communal and provincial employees who are heavily involved in the implementation of the National Human Development Initiative. Another training program is currently being prepared, but many officials are of the opinion that the program falls short of the requirements that have been identified. Moreover, the training, premised as it is on the participatory method and on the approach pertaining to the NHDI, does not give access to specific tools for land-use planning, in general, and environmental planning, in particular. However important, the issues of desertification, habitat and biodiversity loss and carbon emissions, related to deforestation and land conversion have not been brought into the picture of local planning at sub-national level. NHDI and local strategic planning are designed, among the other, to improve the planning processes at sub-national level that includes training of communities, community leaders and development planners to improve their engagement and planning skills. By building on this process, the proposed project will bring additional skill-set necessary for integrating global environmental objectives into the development planning and decisions at community, sub-national and subsequently national level.
118. The wealth of experiences acquired from new programs and projects initiated in the course of the previous decade has resulted in the development of local and national competency and technical skills, which remains, scattered and little known. The identification and the mobilization of these centers of competencies and expertise at the regional and national levels for the support, follow-up, and counseling would strongly contribute to the upgrading of the performance of local actors. Identification and collaborative capacity development approach will ensure that the skills are maintained and systematically improved at the resource centers. This will provide for a sustainable mechanism (such as regular training series, consultation workshops, and other services of resource centres) to keep capacities of local stakeholders adequate for them to routinely consider global environmental management issues as part of the local development planning. This will be strengthened by the mainstreaming of GE indicators within information and decision making systems.

Stakeholder recommendations for integrating global environmental objectives into NHDI:

119. The Technical Consultation Workshop, besides identifying the weaknesses and constraints outlined above, has also made some recommendations, the most important ones are presented below:
- Past experiences should be assessed and the lessons derived should be viewed as *Good Practices* and should be widely disseminated as such in the context of local and regional (sub-national) development under the overall policy umbrella of NHDI;
 - The Communal and infra-communal levels are prioritized by NHDI. Inasmuch as they constitute the locus of consultation-based planning, they can benefit from conditions conducive to dynamic local development which is centered on income-generating activities. These activities offer the opportunity for eco-tourism, agro-businesses that promote local, endemic and stress-resistant varieties. This can offer an opportunity to minimize negative implications of climate change and hydrological drought on local food production;
 - Rational management of natural resources can be promoted in the context of NHDI as it offers the possibility of developing economic activities by reconciling the interests for the preservation of natural resources and the enhancement of revenues. Among these activities the following had successful practices: ecotourism; medicinal and aromatic plants, sustainable use of endemic species (such as *faryo* trout and *argane* trees); traditional practices for soil conservation (e.g. traditional terracing); renewable energies and management of solid wastes for energy production; energy efficiency, etc.

- Partnership-based work will be initiated with the team in charge of the NHDI and local strategic planning to integrate the major environmental concerns in the components which constitute these initiatives, namely: (i) combating rural poverty (403 Rural Communes); (ii) combating urban social exclusion (250 urban districts); (iii) preventing social instability; (iv) the enhancement of cross-sectoral programs and the provision of local development plans (PESDs) and resources and means for their execution.

I. GEF ALTERNATIVE – PROJECT RATIONALE AND OBJECTIVES

120. This project proposal, which has emerged from the NCSA process, constitutes the key priority identified through thematic, as well as cross-cutting analysis and prioritization work. The NCSA process has confirmed that the main cross-cutting capacity development priority resides in the need to strengthen local capacities for global environmental management and to translate Morocco's commitments to the Rio Conventions into local actions.
121. Morocco has responded to its entire reporting requirement to the Rio Conventions, and has expressed throughout its report a pressing need for making better use of the research sector in policy development and implementation related to GE issues.
122. In addition to responding to its global commitments, Morocco has also developed its national policy and legal framework, which integrates its GE commitments. Environmental policies have been developed as early as 1995 through the National Strategy for Environment and Sustainable Development, key sector-based policies related to the GE management have also been prepared, such as the National Strategy for Agricultural Development and the National Energy Policy, and efforts are currently being made to ensure that they adequately respond to GE commitments.
123. Despite Morocco's efforts to respond to GE commitments, the translation and implementation of these commitments at local level remain weak preventing the Government of Morocco from adequately responding to GE commitments at local level. The PDF A phase has identified an important level of experience and know-how in implementing local initiatives related to GE management, most of which are based on participatory local planning processes. The latter, however, lack two key elements:
- 1) Consolidation of the planning process from local to national level, including the provincial and regional levels, preventing appropriate policy and decision-taking based on integrated ecosystem management;
 - 2) Mobilization of resources, human and financial, for the adoption of methodological approaches for planning (and, eventually, implementation) of local initiatives that take full account of global environmental management.
124. As noted above there has been a numerous number of interventions to support sustainable development and environmental enhancement at all levels. But the progress up until now is limited. The main reason as has been explored and highlighted by NCSA in Morocco is scattered and poorly coordinated initiatives that do not consolidate political will for a systematic action. This is largely attributed to current institutional set up, absence of more robust regulatory framework and disincentives for coordination and joint actions. Current distribution of roles and responsibilities and an existing accountability structure leaves the ministry of environment to be almost a solo player to support implementation of global and national environmental agenda. This makes the set targets for environmental management of a marginal importance. The sub-national level seems the most appropriate at this point in time, in the context of NHDI and local strategic planning policy initiative that is designed to improve local development as part of overall decentralization process in the country. Through this process, global environmental management priorities can be brought as an integral part of local development and poverty reduction agenda that is on top of Morocco's development priorities. GEF funding will, therefore, catalyze existing resources and efforts to be

channeled into an adequate institutional framework for development planning that will turn conducive to global environmental management.

125. The project is building upon the momentum that is being brought by the decentralization process, through the NHDI, local strategic planning and other on-going development programmes, to mainstream global environmental objectives in the development planning process. It is expected that this strategic approach will be the basis for ensuring the improved management of global environmental assets as an integral part of the local development and poverty reduction efforts in Morocco. Improving land management, reversing habitat loss and fragmentation, and addressing climate change risks can bring direct and indirect benefits to local communities. The NHDI provides a unique opportunity to practically address these global environmental challenges under the umbrella of a comprehensive local development planning process. By bringing global environmental targets into the NHDI and the local strategic planning process, the project will demonstrate socio-economic viability of environmental mainstreaming into local development. This will offer the ways for a greater upscaling at national and broader scale.
126. The project follows a phased approach for mainstreaming GE management into the decentralization process, starting with the planning level, in order to ensure national adherence and ownership of the proposed systems. Extensive communication strategy will allow nation-wide dissemination of the project's results and will pave the way for the mainstreaming of GE management across the decentralization process in Morocco.
127. The PDFA has also indicated that key challenges for mainstreaming GE management into local planning are mainly found at the institutional level, which is confirmed by the lowest scoring level in the capacity analysis, as is shown in **Table 4** below. The analysis has also shown that local participation in local planning, monitoring, and evaluation is among the main capacity functions which need to be addressed. This was further confirmed in the bilateral discussions, as well as in the technical meeting held in order to validate PDFA findings concerning capacity constraints to be addressed by the project.
128. Based on the above, the project strategy for mainstreaming GE management in the planning and monitoring process of decentralization efforts in Morocco is confirmed as a priority project for Morocco. It is also foreseen as a catalytic initiative for building up a strategic and comprehensive approach for mainstreaming GE management across the decentralization processes in Morocco over the long term, and will achieve a constructive and results-oriented role for local stakeholders in the devising and implementation of policies related to GE.

Table 4: Results of the Capacity Needs Assessment based on the Scoreboard System

Capacity Function/Level	Systemic	Institutional	Individual	Average*
Policy-making	1	1	1	1
Policy-implementation	0	1	1	0.6
Stakeholder Participation	1	0	0	0.3
Information	1	0	1	0.6
M&E	0	0	1	0.3
Average*	0.6	0.4	0.8	0.6

(* the scale is from 0 to 3, with 0 reflecting weak capacities and 3 adequate capacities)

Project Goal and Objective

The **Project's long term goal** is to integrate Morocco's commitments to global environmental management in the NHDI, local strategic planning and other decentralization processes.

The **Project's objective** is to mainstream global environmental management in the planning, budgeting and monitoring processes of the NHDI.

Annex 4 provides the LFA with impact indicators.

II. PROJECT OUTCOMES AND OUTPUTS

129. **Outcome 1: The institutional framework for integrating global environmental management in the planning and monitoring procedures of the NHDI and local strategic planning is developed. (Total: \$139,000; GEF: \$87,000; Co-financing: \$52,000)** Co-financing for this outcome is provided through UNDP in-cash funding of \$52,000. MoI will provide technical and logistical support to the project through NHDI Secretariat and MEMWE will provide technical support to the monitoring system of GE issues.
130. The outcome will address the key bottleneck identified in the PDFa analysis which confirms that the overlap in the roles and responsibilities of the different sectoral ministries with regards to integrating GE issues in their local planning activities are creating major duplication of efforts. The clarification of the mandates of the different agencies and the harmonization of the methodologies and approaches for integrating GE in local planning will allow optimization of on-going efforts and will inform the NHDI and local strategic planning process. This will also allow the review of the system for consolidating local planning at provincial, regional, and national levels and support a decision-making process for GE management based on the local planning efforts (and eventually its implementation) in Morocco.
131. The outcome will also support local planning efforts to translate and concretize the monitoring of global environmental issues in planning documents, which is mainly conceptualized at the central level. The project will identify a set of indicators that would be able to demonstrate the contributions of local development to the attainment of the objectives of global environmental conventions at local level.
132. By establishing the monitoring system at local level, the project will, therefore, ensure practical mainstreaming of global environmental indicators and their consolidation as a tool for evaluating the impacts of plans on global Conventions' objectives at the provincial, regional, and national levels. Such indicators will include % of increased land area covered under the protection; number of anti erosion or soil conservation measures; or incentives measures for low till land use practices connected with the budget allocations to indicate resource availability for implementation of such measures in the context of target Oasis systems at sub-national level. More detailed and customized indicator framework for systematic integration of global environmental targets will be designed during the project implementation. The project will also take into account the mandates of the institutions concerned by the implementation of the system. With this outcome a procedures, tools (indicator framework) monitoring system will be introduced to achieve a complete cycle for a systematic environmental mainstreaming into the local planning (conceptualization → participation → prioritization → decision → mainstreaming (includes fund allocation) → implementation → monitoring)

Output 1.1: Methodological approaches and tools for integrating global environmental commitments into the development planning at local level are consolidated and introduced.

133. The project will analyze several methodological tools and approaches for participatory planning, as have been developed and implemented by the government and non-governmental organizations operating in the area of development. These approaches and tools are not sufficiently harmonized. Such an analysis would fill the gaps found at the level of NHDI and local strategic planning processes which have not provided for the mechanisms to create synergies via tools like the RMLUP, the NMLUP, and the PESD. At the local level, the main tool of communal planning is the PESD which is devised annually by the Communal Council and transmitted to the provincial level for budgetary allocations. The process governing the drawing up of plans did not integrate consultation with local populations or any clear and transparent technique for categorizing local

needs by priority. The NMLUP has been conceived to furnish a framework of coherence and to authorize regional action via regional land-use planning schemes, which must be drawn up in close collaboration with all of the actors concerned. NHDI and local strategic planning process will address these gaps, including the introduction of decentralized and participatory planning, coherency with various planning tools and methods. However, without the GEF project the global environmental management aspects of local development won't be addressed.

134. The project will therefore, develop and introduce a streamlined cycle for global environmental mainstreaming into the local planning process. This will include roles, procedures and methodologies. The project will propose and introduce the mechanisms for environmental mainstreaming, relying on good practices and the internationally accepted guidelines for strategic environmental assessment (SEA) that provides for a step by step guidance for integrating environment into the development policies, plans and programmes.

Output 1.2: The institutional mandates and procedures for environmental mainstreaming at the provincial, regional and national levels are clarified.

135. The NHDI has indeed identified a participatory and consultation-based process for formulating local development plans, which will, in the near future (by 2010), be extended to all the communes in the country. Contributing to the consolidation of this process, notably through the integration of the environmental component, is the baseline of the present project. The analysis bearing on the harmonization of procedures and practices described above will inform the processes at the level of each institution concerned by local planning as well as by the consolidation of such planning at the regional and national levels. This would serve to identify the modification of current mandates and responsibilities, and thereby bring about the requisite reforms necessary for the setting up of a coherent institutional system for the integration of GE aspects in local development planning, through NHDI and other decentralization processes which are underway in Morocco.

Output 1.3: A set of global environmental indicators to be part of the monitoring system of the NHDI and strategic planning process at the local, the regional and the national levels is introduced

136. The project seeks to identify a set of indicators which might reflect the contribution of local development and its planning through the NHDI and the strategic local planning process to meet Morocco's commitments to the Rio Conventions. There is a wide array of environmental challenges that are local in scope but have potential to generate global environmental value. Land and water management practices that avoid habitat and biodiversity loss, improve coping capacities and overall resilience of local communities to the climatic shocks, and at the same time, promote low carbon solutions to development. Therefore, the indicator framework that tracks progress in local development conditions as well as captures global environment management values will be formulated and introduced as part of the local development plans at sub-national level.
137. In order to support the indicator framework with meaningful quantitative target values, the project will provide the necessary support for setting up an information system for the collection and the processing of the data generated at the level of local plans. A procedures' manual for such system will be elaborated and executed. Roles and responsibilities of different institutions that are mandated to generate relevant data and information will be clarified as part of setting up of a robust information system that will systematically inform local planning and progress monitoring. Information-gathering protocols will, likewise, be established between different local and national institutions that can provide information. The consolidation of the planning process at the provincial and national levels may also serve to consolidate the information system which will be set up by the project.
138. The information system will draw on existing data-bases relating to GE, such as the information at the level of MDGs; the reports concerning the Rio Conventions, as well as other national strategies and action plans. This activity will be closely supported by the SSWE and will be institutionalized

in SSWE's efforts for reporting upon Morocco's response to the GE in general and to the Rio Conventions in specific.

139. **Outcome 2: The capacities for systematic mainstreaming of the global environmental targets into the local planning are strengthened. (Total: \$247,000; GEF: \$199,000; Co-financing: \$48,000).** Co-financing for this outcome is provided through UNDP in cash funding of \$48,000. GDLC will support this outcome through the cooperation with the Master Plan for the Training of Local Authorities; MoI will provide assistance through the collaboration on implementing training activities and UNDP through collaboration in training through the Agenda 21 Programme of participatory approach to local planning.
140. This outcome is closely related to the major on-going initiative at MoI for developing the Master Plan for Training of Local Authorities and will ensure that the development and implementation of the Master Plan integrates GE issues that have been identified during the PDF-A phase. The project under this outcome will be structured around the key global environmental issues that are related to the communes covered by the NHDI and the local strategic planning. The project will implement the socio-economic feasibility of the incorporation of identified GE issues into the local planning activities. These issues will then be integrated in the training modules that are provided for in the Master Plan and will, therefore, be adopted as the basis for the training of local authorities across the country.
141. The project will also ensure that urgent training requirements are undertaken through project funds and will support on-going efforts of the MoI's NHDI, which been deemed insufficient in the first year of the operation of the NHDI.
142. This project activity will be closely coordinated with GEF's Small Grants Programme, which has already funded micro-projects for the conservation of GE in Morocco, by adopting participatory models. The project will also strive to foster close relationships with the partnership program between ASD (Agency for Social Development) and the GEF's Small Grants Programme, which aims to reinforce the intervention of the ASD in the implementation of the Rio Conventions. The main actions of this partnership consist of financing joint pilot projects; training ASD personnel in the area of environmental projects management and monitoring; developing training modules for associations; and defining a strategy of intervention on the part of ASD in the implementation of the Rio Conventions.

Output 2.1: Priority global environmental targets to be addressed by the project are identified and agreed upon by all project partners as part of the NHDI and local strategic planning activities.

143. The PDF phase of the project has confirmed the need to prioritize the communal and infra-communal levels for targeted capacity development intervention. These levels constitute the basis of participatory planning for which the conditions conducive to dynamic local economic development should be created. Such development should be centered on income-generating activities which integrates the win-win options for sustainable natural resources management at local level. Local development plan will fully integrate sustainable management of land a water resources that help achieve habitat preservation, soil conservation, climate risk management and low carbon development targets. Among these activities the following had achieved successful results: ecotourism; medicinal and aromatic plants, sustainable use of endemic species (such as *faryo* (or, wild) trout and *Argan* trees); traditional practices for soil conservation (e.g. terracing); renewable energies and management of solid wastes for energy production; energy efficiency, etc. Such activities offer development pathways which not only meet Morocco's commitments to GE but also respond to local socio-economic development requirements.
144. The project will conduct an in-depth study to take stock of local economic development experiences which are centered on income-generation activities with a strong global environmental interface. Socio-economic feasibility studies will also be undertaken by the project in order to ensure the

pertinence of such interventions. The project aims to set up a simplified evaluation methodology to guide local partners in this exercise and to engage local communities in the feasibility studies.

145. The project will test a new planning approach with global environmental targets and indicators at local and regional level in the framework of NHDI and the local strategic planning process for methodological validation and procedural approval by all key stakeholders. This will be done by identifying a community or number of communities in a defined geographic area where, by the time of the project launch, NHDI is launching a development planning exercise. This harmonised timing in planning cycle will allow introducing and testing a target setting exercise as well as use of indicator framework produced under the outcome 1. The model exercise will be reviewed and validated by all stakeholders for further application throughout NHDI and beyond, as relevant to other development planning processes in Morocco.

Output 2.2: The capacities of concerned stakeholders to integrate priority GE issues into local development planning are strengthened by targeted training, procedural and institutional arrangements.

146. In order to respond to the capacity needs of stakeholders, the project will aim to support the efforts made by the MoI at two levels: the first level concerns NHDI training program which was launched in September 2005, through a series of training sessions intended for certain communal and provincial employees who are involved in the implementation of the NHDI. The second level concerns the Master Plan for the Training of Local Authorities. The project will thus integrate into the two programs the training modules and the guidelines required for meeting the priority aspects relating to GE and to ensure that the priority aspects pertaining to GE, as they have been identified by local communities, are taken into account by the MoI.
147. The project will similarly ensure that the training delivered by the MoI is premised on a participatory approach and the methods pertaining to the NHDI that for example, focuses on land-use planning accommodates global environmental objectives in this exercise. The project will strive to establish close cooperation links with UNDP programs as well as with other institutions so as to identify and mobilize competency and expertise at the regional and provincial levels.
148. The Project Management Unit, in collaboration with the NHDI Secretariat and GDLC, will undertake training needs assessment concerning aspects of GE in the communes involved in the NHDI and covered by the local strategic planning process. The evaluation will take into account the urgent needs of the communes. On the basis of this assessment, the project will set up and carry out a training plan (the life-time of the project) in order to orient training efforts which the project may deploy during its life-time.
149. Additionally, the project will partner with resource centres, operating in Morocco, in order to introduce adequate skills, development planning methods that accommodate global environmental management targets into local development planning process. This approach will guarantee continuity and long term sustainability of project results.
150. **Outcome 3: A system of project's adaptive management and lessons learned established (Total: \$126,000; GEF: \$126,000).** Co-financing for this outcome will be mobilized by UNDP in kind funding for piloting and communication action plan through the UNDP's Agenda 21 Programme and MoI for technical and logistical support to the project through the NHDI Secretariat.
151. By this outcome, the appropriate management structure will be established to ensure the implementation of an adaptive management of the project and necessary monitoring and Evaluation requirements.
152. This outcome will also allow the project to provide a hands-on-demonstration of how GE issues can be integrated into local and regional development, and will provide hands-on experience on the on-

going local planning on how to better align local and regional planning procedures. This outcome will closely collaborate with UNDP's programme to institutionalize Agenda 21 to apply and test the institutional and methodological approaches identified, within the framework of the NHDI.

153. This outcome will also generate guidance materials which are adapted to the Moroccan context, especially the NHDI processes, with special emphasis on integration global environmental concerns into local development. The project will also contribute to the production of case studies, lessons learned, as well as other knowledge material which will be designed and disseminated as part of the communication plan, concerning the aspects relating to GE in the process of local planning, in general, and in the process of the NHDI, in particular. The project will establish its own web site in order that key lessons, guidance and knowledge material are systematically posted and widely disseminated to main national, regional and international stakeholders for feedback.

154. These communication efforts will be closely coordinated with various UNDP programs (planned and on-going), especially Agenda 21, GOLD Morocco, and the Oasis project, all of which address environmental as well as local development issues and which have already gained an extensive experience in local development and are conducting major communication and awareness efforts.

Output 3.1: Project management infrastructure in place.

155. The Project Management Unit and Project Steering Committee will be established. Project staff will be recruited according to UNDP procedures. Project progress will be monitored according to the Monitoring and Evaluation Plan with an adaptive management framework feeding monitoring results and risk reviews back into the Workplan and Logframe.

Output 3.2: Communication and knowledge management mechanisms established and operational to identify lessons and good practices for global environmental mainstreaming into the development planning.

156. The main objective of the project is to integrate global environmental objectives of Morocco into the NHDI and local development strategy planning, budgeting and monitoring processes. Achievement of this objective will be ensured by developing capacities at various levels with primary focus on national and local authorities, specialized resource centers and rural community towards the end that will result in the ability of multiple stakeholders to improve the territorial development planning. This will be done by integrating global environmental targets into the local development efforts. In order to secure this end result the project under this outcome will formulate a communication action-plan with the aim to clarify project objectives, key set deliverables and targets. The project will also set a knowledge management mechanism, whereby critical lessons will be captured and codified; good practices identified and disseminated via established communication channels.

157. The project will set up a communication action plan which is exhaustive and appropriate to the situation and to local means. It will intend to widely disseminate project findings through reports, case-studies, lessons, good practice instructions, which will be drawn up on the basis of the experience compiled by the project so as to be disseminated at the level of other communes and local authorities. Other tools of communication will also be utilized at the local, provincial, and national levels to put the information and experience acquired by the project at the disposal of all the stakeholders.

158. The project will also provide special support to the level of participation of women, which remains particularly weak in decision-taking circles even if such participation is sometimes forced in the process of consultation or the identification of needs. This will be particularly important for the project as it may benefit from the indigenous knowledge of women in traditional natural resource management practices that can be captured and promoted in the framework of development plans.

159. Several UNDP interventions are currently made to support a participatory and methodological approach to local planning, akin to the approaches promoted by the project. Nevertheless, the aspects related to territorial integrated planning, and especially the aspects relating to GE, are often missing in the implementation of these interventions. Thanks to the UNDP commitment to the NHDI, and the existing cooperation between the different UNDP initiatives, it is possible to ensure the adoption of the planning and monitoring methods pertaining to GE through the main UNDP initiatives, notably the following programs: Agenda 21, GOLD Morocco, and Oasis.
160. The project may thus test and disseminate the results and recommendation emanating from the study/research undertaken by the project to valorize the setting up of a planning and progress monitoring system of the aspects related to GE. This experience could be set down in the form of information which will be collected by projects and communicated to other actors who solicit other populations for the same aspects.

F SUSTAINABILITY (INCLUDING FINANCIAL SUSTAINABILITY) AND RISKS ASSESSMENT

161. The sustainability of the project is based on project strategy and timing. The following are key elements sustaining the projects results:
162. National Ownership: First of all, the project idea has been generated as a result of highly consultative process of NCSA. Developing the capacities for targeted and policy-oriented research in the thematic areas of global environmental management has been identified as a key priority by the NCSA, and many other assessments and studies. Support to research is an apparent national priority in the context of sustainable development. Therefore, by being rooted into the national priority agenda and current reform process, the project will ensure the sustainability of its results.
163. Partnering with Relevant Programs and National Institutions: Another critical element of the project strategy is to link up with the key programs and processes, which are currently underway, that will help to anchor and uptake the main deliverables of the project. The project will work closely with the NHDI, local strategic planning process and other decentralization efforts such as the Master Plan for the Training of Local Authorities, the PESD, the RMLUP, National Agenda 21 etc. The project will work directly with the Ministry of Interior, MEMWE and other national institutions.
164. Developing Local Skills and Knowledge: The project will target key stakeholders and institutions involved in local planning and develop the necessary knowledge-base by building on existing in-house capacities.
165. Catalyzing Systemic Change: The project will build upon existing policies and legal frameworks to ensure that current national efforts expended to reform and implement these frameworks are enabled and strengthened to catalyze the required reforms. The project does not have any ambitious plans to develop new policies, but rather to refine the existing framework. The project is adopting an approach premised on the mainstreaming and capitalization on existing national initiatives already engaged in local planning. This will, therefore, ensure that the continuity of future planning and monitoring of the national commitments to the GE conventions, based on nationally-tested and demonstrated systems and approaches. The project will also build on the strong national financial commitments closely related to this project, such as the NHDI, the Master Plan for the Training of Local Authorities, and other on-going programs to demonstrate the feasibility of the proposed systemic changes put forward by the project.
166. The key risks identified during project development are described in **Table 5** below and are structured based on recent UNDP Atlas Risk Management System. The assumptions related to these risks are also taken into account in the project log frame in order to ensure linkages between the project's strategy and the risk mitigation strategy. Project PDF phase has ensured the identification of appropriate operational, technical, institutional and political arrangements and has therefore ensured that no critical risks are present at project elaboration. It is however important to ensure continuous tracking of the identified potential risks through the risk Management Strategy and apply any mitigation measures that might be required during project implementation.

Table 5. Description of risks and risk management response

Risk Type and Description	Risk Category⁷	Risk Management Response
Operational		
The management structures of the project do not allow smooth project implementation	Standard	The project management structure has been identified and agreed upon by all concerned stakeholders
The cooperation between project stakeholders is not effective for the implementation of all the aspects related to the project	Standard	Despite its innovativeness and multiple sources of co-financing, it is considered that sufficient support and commitment by the different stakeholders will ensure adequate cooperation between the different stakeholders in project implementation.
SSWE cannot provide necessary support through the involvement of IRATE	Standard	The capacities of the IRATE are being strengthened through various SSWE's efforts, and SSWE will be able to engage necessary support to respond to project's intervention
Organizational		
MoI and SSWE face difficulties to continue their cooperation for the mainstreaming of the aspects pertaining to GE within the NHDI	Standard	The institutional arrangements adopted through the project ensure appropriate mechanisms for the engagement of the key institutions in the project
The cooperation between the DGCL and the NHDI Secretariat is not reached during the implementation of the Capacity-building Master Scheme at the local level	Standard	The project strategy and focus on clear and straightforward outcomes and procedures will allow optimization of the on-going initiatives for capacity building of local authorities within MoI, specifically at the level of DGCL and the NHDI Secretariat and will allow for concrete collaboration between their programmes.
Political		
The Government of Morocco and UNDP GEF do not continue their support of and commitment to the Rio Convention	Standard	The project development phase has proven that Government of Morocco and UNDP's commitment to the Rio Convention is unequivocal and does not contribute in any risks to the project
Regulatory		
CPDH and CLDH do not accept the use of the procedures developed by the project for local and provincial planning	Standard	The new regulations and guidelines for planning at local and provincial level are being integrated in the national efforts through the NHDI and other national programmes and will therefore be supported by the concerned stakeholders
Strategic		
The NHDI and local strategic planning process does not adhere to the tools proposed by the project and the project fails to influence the decentralization process in Morocco	Standard	The partnerships envisaged through the project between the MoI, ASD, SSWE and UNDP will guarantee the successful delivery of project outcomes and achievement of project objectives of integrating GE issues within the decentralization process in Morocco

G REPLICABILITY

⁷ Includes Standard or Critical

167. Replication of the project results is at the heart of the project strategy and design, and the replication strategy aims at ensuring that the project approach can be distilled and actively disseminated to inform similar initiatives in Morocco and elsewhere. The project does not expect to achieve the mainstreaming of the GE conventions within the whole NHDI and local strategic planning process by the end of the project; it is rather advocating a phased mainstreaming approach, starting by addressing the planning and monitoring processes which will be able to catalyze an interest in, and uptake of the project-idea at the level of the NHDI, as well as other decentralization efforts.
168. The project follows a two-fold approach for catalyzing the mainstreaming of GE in the NHDI and local strategic planning process:
- (i) Identifying the institutional set up for the mainstreaming of GE in local planning and monitoring, and;
 - (ii) Carrying out a major communication and dissemination campaign designed to optimize on-going initiative and to provide case studies, success stories, as well as methodological approaches to replicate across the country.
169. The project specifically aims at achieving direct, measurable, and sustainable impacts largely through existing initiatives to promote replication across the whole range of local planning frameworks and across the range of stakeholders.
170. The project is not only linking local stakeholders to the GE issues advocated by policy-making processes at central level but it is also supporting essential linkages with other stakeholders, such as NGOs, different sectoral ministries, and the donor community to ensure that the linkages are operational and replicable.
171. The project will also build upon the existing national capacities and further develop a comprehensive communication plan which can be used and replicated at the level of other sectors, as well as for other countries in the region. The common language and cultural practices of most countries in the Arab region will be an added advantage to the project material and will allow best use of the project products across the whole region.
172. The project design has taken into consideration the lessons learned from similar projects intended to support sustainable development at the local level, notably the evaluation of Agenda 21 project. The evaluation⁸ of Agenda 21 project has suggested that future actions for the institutionalization of the program must revolve around three complementary dimensions which would permit a clear definition of their roles within already existing technical services:
- i. The support provided to civil society:
 - Coaching local associations in the identification, set up and monitoring of projects;
 - Helping in the search for partners and sponsors to ensure the realization of the projects retained;
 - Supporting the constitution, then the activities of a network of associations to facilitate the exchange of experiences and potential collaborations.
 - ii. The support provided to the municipality:
 - Supporting the city's technical services in the realization of the actions recommended by Agenda 21 service;
 - Involving municipal commissions in the realization of projects emanating from the action plan, which is regularly updated by the monitoring committee and work teams;
 - Fostering partnerships between the municipal authority, external services, and the civil society in order to carry out the projects identified;
 - Sensitizing elected officials and technical services to new work methods which are suggested by the implementation of an Agenda 21.

⁸ Matteudi, E. *Evaluation of Agenda 21 Program*. MATREE, UNDP Morocco, and UN HABITAT, January, 2005.

- iii. The support provided for on-going implementation of local Agenda 21:
 - Steering the monitoring committee and coaching work teams which regularly update the action-plan;
 - Ensuring an animation function among all the local actors concerning sustainable development.
173. The evaluation recommends that such activities suggest that ‘Agenda 21’ municipal services (or others as in the case of the project proposed) become, at once and the same time, awareness-raising services addressing all local actors and a support and advice cell addressing elected officials, technicians, and associations so that these actors may continue to fashion projects which adhere to the philosophy recommended by Agendas 21.
174. The proposed project has integrated most of the above recommendations in its design and consultation process during PDF-A preparation and will be able to provide a replicable strategy for similar initiatives in Morocco and in the region for the preparation and implementation of cross-cutting capacity development project as well as other capacity-development initiatives.

H STAKEHOLDER INVOLVEMENT

175. The first step in the stakeholders’ involvement was the identification of the stakeholders who will be participating in the project development and implementation. Initially, a list of the potential project stakeholders was compiled. The list included all actors who could have an interest in the project, including actors outside the environment sector that could affect or be affected by the project. In preparing this list, several sources were utilized; one of the important sources was the list of the stakeholders’ participating in the first phase of NCSA project.
176. The selection process was designed in a way to involve representatives from all stakeholders group, namely policy-making agencies –which are involved in the policies relating to GE and to decentralization—the NGOs which operate at the local level have been requested to give their opinions and advice during the early stages of the project design. Other institutions, such as educational and research institutions as well as donor agencies have likewise been involved in the development of the project.
177. Once the list of stakeholders has been identified by the PDFA team, the first step was to contact the stakeholders and provide them with information regarding the proposed project. This was done in order to inform all the potential stakeholders about the proposed project, so as to promote awareness and to gauge interest in the project. Following this, representatives from all stakeholder groups were met on individual basis. Among the stakeholders which were met, several were high ranking policy-makers related to the NNDI and to Morocco’s commitments to the Rio Conventions.
178. A national workshop was also organized during which representatives from all institutions concerned participated (the list of the participating institutions is attached). During the workshop, the participants had mainly reviewed the in-depth analysis and confirmed the root-causes of the problems related to the objectives of the proposed project at individual, institutional, and systemic levels. Based on this review, a consultative Log Frame Analysis session was conducted with the participants to set the project objectives and outcomes that the project had previously adopted. During all the stages of the stakeholder consultations, specially-designed questionnaires and templates were utilized to guide and follow up on the meetings outcomes.
179. The main stakeholders who will be the key beneficiaries from the project implementation can be summarized as follows:
- MoI
 - MEMWE
 - ASD

- MARDF
- MSDFS
- NGOs
- Research Centers.

The description of the key stakeholders and their involvement, as well as anticipated functions in the proposed project is listed **Annex 5**.

I MONITORING AND EVALUATION

180. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team with support from UNDP-GEF. The Logical Framework Matrix (**Annex 4**) provides impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built.
181. The project will use a capacity assessment scorecard to monitor the project capacity development processes (see scorecard in Annex 1). This scorecard will track project CD processes along five capacity results. So far, it is expected that the project capacity development activities will largely be monitored by sixteen indicators, which are of direct relevance to mainstream global environmental management in the planning, budgeting and monitoring processes of the NHDI and local strategic planning in Morocco. The success of the project will therefore be monitored against these indicators; however, any indirect contribution to other capacity development indicators will also be documented in the project reports, as necessary.
182. This scorecard will be used to establish the project baseline at inception (using PDF-A information), at mid-point of project implementation and finally at the end of project implementation. The rating done at project inception will also provide a useful capacity assessment at the start of the project; including the current areas of weaknesses and strengths. This capacity assessment tool will be used by the project implementation team to monitor project progress and also by the evaluators to conduct the MTE and the final evaluation.
183. The following sections outline the principal components of the Monitoring and Evaluation Plan. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.
184. The National Project Coordinator (NPC) will be responsible for carrying out the monitoring of the project and writing progress reports on a semi-annual basis (see **Annex 7** for a complete list of management reports). The monitoring process will include the following tasks:
- **Project Inception Phase:** the inception phase will take place during the first three months of project implementation. It is designed to fully staff the project, to ensure that the project team (the executive agency and the project staff) fully understands UNDP financial and administrative rules and requirements and that the project has the necessary systems, financial and reporting, in place, ensure the project team fully understands the GEF measures of success and reporting requirements, detail and agree on the project's work plan adaptive management framework and monitoring indicators – including the capacity assessment indicators - finalize the project's implementation arrangements, including the composition of the Project Steering Committee, review their ToRs, hold an inception workshop and first TPR.
 - **A Project Inception Workshop:** this will be conducted with the project team, relevant government counterparts, co-financing partners, UNDP Country Office and representation from the UNDP-GEF Regional Coordinating Unit. A fundamental objective of this Inception

Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's log-frame matrix. This will include reviewing the log-frame (indicators, means of verification, and assumptions), reviewing the capacity assessment scorecard, imparting additional detail as needed, and on the basis of this exercise finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. The outcomes of the Inception Workshop will be formalized in the **Project Inception Report**, which will be used as a basis for project implementation, monitoring and evaluation.

- **Day to day Monitoring of Implementation Progress** will be the responsibility of the NPC, based on the project's Annual Work Plan and its indicators. The NPC will inform the PSC of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The UNDP-CO will be responsible for monitoring the service contracts issued through the project. This will include normal financial oversight (including audits), reporting and quality assurances. The NPC will monitor the implementation of the project, using the identified performance indicators. On a quarterly basis, **Quarterly Progress Reports** outlining main updates in project progress will be provided to the UNDP-CO and the UNDP-GEF regional office by the NPC.
- **Annual Monitoring** will occur through the **Tripartite Review (TPR)**. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the inception phase period. The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed during the Inception Phase, based on delivery rates and qualitative assessments of achievements and outputs. The project proponent will prepare an Annual Project Report (APR)/**Project Implementation Review (PIR)**. The APR/PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for deriving lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the NPC. The APR/PIR will be discussed in the TPR so that the result would be an APR/PIR that has been agreed upon by the executing agency, the UNDP-CO and the concerned UNDP-GEF Regional Coordination Unit.
- **Conduct a Mid-Term Review:** Using the baseline information, a mid-term review will be conducted after 18 months of operations. This review will assess the overall performance of the project, by reviewing the collected monitoring data for each indicator, by conducting a SWOT analysis with the stakeholders, by assessing how well the project is progressing towards the achievement of its expected results, by updating the capacity assessment scorecard and by recommending some actions for the remaining period of the project, including recommendations for the long-term sustainability of the achievements and their replicability.
- **Conduct a Terminal Evaluation:** A final evaluation at the end of the project will be conducted not only to assess the major achievements resulting from project activities but also to evaluate the long term sustainability and replicability of the achievements. During the last three months prior to the independent Terminal Evaluation, the NPC will prepare the **Project Terminal Report**. This comprehensive report will summarize all activities, achievements and outputs of the projects, lessons learnt, objective met or not achieved, structures and systems implemented, etc. and will be the definitive statement of the project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's activities. The capacity assessment scorecard will also be updated during the end of project evaluation and the ratings compared to previous assessments

J FINANCING

1. FINANCING PLAN

The total project budget is US\$ 660,000 excluding PDF-A funds. The GEF incremental cost is budgeted at US\$460,000 and the co-financing commitments are the equivalent of US\$ 200,000. **Table 6** shows the project costs by Outcome for GEF and for co-funding. Please see breakdown of co-financing by source in Subsection 3. The breakdown by Outputs is presented in **Annex 7**.

Table 6. Project costs by Outcome for GEF and for co-funding

a) PROJECT COSTS

Project Components/Outcomes	Co-financing (\$)	GEF (\$)	Total (\$)
Outcome 1: The institutional framework for integrating global environmental management in the planning and monitoring procedures of the NHDl and local strategic planning is developed.	52,000	87,000	139,000
Outcome 2: The capacities for systematic mainstreaming of the global environmental targets into the local planning are strengthened.	98,000	199,000	297,000
Outcome 3: A system of project's adaptive management and lessons learned established		126,000	126,000
Project management budget/cost*	50,000	48,000	98,000
Total project costs	200,000	460,000	660,000

* This item is an aggregate cost of project management; breakdown of this aggregate amount should be presented in the table b) below.

b) PROJECT MANAGEMENT BUDGET/COST⁹

Component	Estimated staff weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Personnel*	156	\$ 36,000	\$ 20,000	\$ 56,000
International consultants*				
Office facilities, equipment, vehicles and communications	156	\$ 9,000	\$ 30,000	\$ 39,000
Audit fees	6	\$ 3,000		\$ 3,000
Total	318 weeks	\$ 48,000	\$ 50,000	\$ 98,000

* Local and international consultants in this table are those who are hired for functions related to the management of project. For those consultants who are hired to do a special task, they would

⁹ For all consultants hired to manage project or provide technical assistance, please attach a description in terms of their staff weeks, roles and functions in the project, and their position titles in the organization, such as project officer, supervisor, assistants or secretaries.

be referred to as consultants providing technical assistance. For these consultants, please provide details of their services in c) below:

C) CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

Component	Estimated staffweeks	GEF(\$)	Other sources (\$)	Project total (\$)
Personnel	156 weeks			
Local consultants	168 weeks	\$ 118,000		\$ 118,000
International consultants	30 weeks	\$ 27,000	\$ 40,000	\$ 67,000
Total	354 weeks	\$ 145,000	\$ 40,000	\$ 185,000

2. COST EFFECTIVENESS

The project is cost effective thanks to 3 strategic factors which are at the basis of the project design.

185. *Linking with national priority programmes as a factor of cost-effectiveness:* the project will be based on considerable in kind, parallel funding by large-scale national programs, such as the NHDI, the local planning strategy and the National Master Plan for the Training of Local Authorities. Bearing in mind the strategic relevance in these programs, the project aims at ensuring close cooperation and complementarity between national programs and the GEF project, catalyzing thereby a dynamics favorable to the mainstreaming of GE into national programs. Embedding the project activities into the national frameworks (NHDI, the local planning strategy) is a measure of effectiveness and sustainability. By investing only \$500.000 the GEF project is designed to influence a multimillion, long standing investment mechanism for local development in Morocco and bring global environmental management into the core of its operations.

186. *Capacity building as a factor of cost-effectiveness:* the project is designed within the framework of an operational GEF program intended to enhance capacities, which does not require high investment. In addition to its relative low cost, the PDFFA phase of the project has shown the existence of considerable national experience and expertise in the area of the consolidation of the planning and monitoring system related to GE aspects. This would lay the ground for work on the implementation of the project at a competitive cost.

187. *The phasing of the project as a factor of cost-effectiveness:* The project has identified a coherent and simple work frame for the set up of a program, but the frame is ambitious enough as to integrate aspects relating to GE in the process of decentralization. The project has thus limited its intervention to NHDI and local strategic planning and monitoring process and to the other national programs which are concerned by the project. An information and communication strategy will ensure the dissemination of the project's outcomes will provide the necessary platform for the continuation of the project.

3. CO-FINANCING

Table 7 below presents details concerning the co-funding of the project

Table 7. Project Co-funding Details

d) CO-FINANCING SOURCES¹⁰ (expand the table line items as necessary)

Co-financing Sources					
Name of co-financier (source)	Classification	Type	Amount (\$)	Status	
				Confirmed	unconfirmed
UNDP	Impl. Agency	In cash	\$ 100,000	X	

¹⁰ [Refer to the paper on Cofinancing, GEF/C.206/Rev. 1](#)

Government of Morocco Ministry of Interior	Nat'l Government	In kind	\$ 50,000	X	
Government of Morocco Ministry of Environment	Nat'l Government	In kind	\$ 50,000	X	
Sub-total co-financing			\$ 200,000	X	

Co-funding Sources					
Name of Co-financier (source)	Classification	Type	Amount	Status	
UNDP	GEF Implementation Agency	In cash	100,000	Confirmed	
Co-funding Sub-total			100,000		

K COORDINATION AND INSTITUTIONAL SUPPORT

1. CORE COMMITMENTS AND LINKAGES

Project Linkages to the UNDP's Support

188. The project is in complementariness with the actions led by UNDP Morocco in the area of support to decentralization and sustainable development. The project objectives subscribe to the principal areas of interventions of UNDP Morocco, wherewith links and complementariness will be established, notably through the following three projects: Local Governance and Development (GOLD); Agenda 21; and Oasis.

189. *GOLD: Partnerships for Decentralized Cooperation.*

The main objectives of GOLD *Maghreb* Project are as follow:

1. To assist the development of frame-programs in countries which provide international decentralized cooperation with a clear platform for the utilization of resources in the favor of the consolidation of local governance and local economic, social, and cultural development;
2. To train executives operating in local collectivities etc.;
3. To steadily build an active network of initiative promoters and partners who are interested in supporting the process of local governance and development, as supported by GOLD project in the different countries of the *Maghreb*.

In this connection, GOLD project is required to set up Regional Work Teams (RWT) which will be tasked with drawing up Territory Marketing Documents in order to mobilize resources.

190. *Agenda 21: Participatory Approach to Local Planning*

Given the keenness shown by Moroccan cities to adopt Agenda 21 participatory-based strategic planning, the Ministry of Land-Use Planning, Water, and the Environment now wishes to endow itself with mechanisms for promoting and shoring up Agenda 21 process. A preparatory Assistance Phase was launched to capitalize on the participatory approach experimented in Local Agenda 21 Programs and other similar approaches in order to set up an institutional and organizational frame at the national level and to assist the transition from fragmentary initiatives (in the area of sustainable development) to permanent mechanisms. The result is the development of a new programme to implement the Agenda 21 approach at a national level (*Institutionalization of Agenda 21*).

The objectives of this new programme which has direct links with the project are as follow

- To institutionalize and generalize participatory approach in strategic planning, according to the Agenda 21 process at the national level;

- To create a knowledge management network so as to capitalize the good practices of Agenda 21 which are linked to the localization of Sustainable Development with a view to achieving MDG and local good governance;
- To promote the tools and mechanisms for the enhancement of the capacities of municipalities and local actors;
- To facilitate the adherence of all national partners and of the civil society to a common vision and strategy in the area of sustainable development;
- To strengthen the process of consultation among the various partners;
- To support the process of decentralization by integrating local development experiences in regional and national plans.

191. *The Conservation of Oasis through a Local Planning Process*

The Oasis project aims at combating desertification by safeguarding and developing the oases in the South of Morocco. The more specific interventions of the project will be along the following lines:

- The setting up of a local design and planning process, where the availability of resources takes precedence over requirements;
- The steady restoration of oasis agro-eco-system and its biodiversity by the introduction of agro-ecological techniques in the exploitation system and of cross-cutting mechanisms for economic and ecological development. These moves are expected to trigger a process of gradual recuperation of lands and spaces which are presently dried up and abandoned; an effective fight against the degradation of exploited areas and the improvement of the incomes of operators;
- The adoption by the State of legislative and regulatory measures supportive of a development mode that is specifically oasis-based –where the approach to sustainable development is expressed, above all, in terms of the availability of the resource.

192. The three aforementioned projects form an important complementary basis for this project, and as such, they would ensure that the project would benefit from in-depth experience which targets: participatory development at the regional level (through GOLD Project); participatory development at local level (through the Agenda 21 Programme); and local and regional GE planning (through the Oasis Project). In this respect, coordination work between GOLD Program and Agenda 21 has already been initiated and is already translated into the support granted to institutional mechanisms which boost the participation and the participation of local actors in the decision-taking process relating to development and the improvement of the territory. The complementariness between programs will thus enhance the mobilization of resources, notably in the promotion or decentralized cooperation and an integrated approach to local capacity building.

193. Beyond national commitments, the project will contribute to meeting the objectives as set out in the Country Program Action Plan for Morocco, and will be implemented within the Country Program Action Plan.

194. The project fits with the objectives of the UNDAF and of the CCA between UNDP and the Government of Morocco (2002-2006). Indeed, the project contributes directly to the:

- Widening opportunities and choices offered to the poor rural populations for achieving the sustainable human development through the creation of a favorable environment for local governance;
- Reinforcement of the capacities of key institutions in governance for an efficient, participative and transparent management of the development;
- Promotion of a sustainable management of the environment and natural resources and development of adapted solutions to improve the living conditions of the most stripped populations;
- Enhancement of national capacities in the area of integrated implementation of international conventions.

Project Linkages to the National Capacity Self-Assessment and Rio Convention Reports

195. The present project proposal has been identified as a key priority of the NCSA in Morocco. The in-depth assessment of capacity requirements conducted through the NCSA project for the identification of cross-cutting capacity building has highlighted the need for increased local involvement in GE management. The project thus responds to an important recommendation made by the NCSA process in Morocco and contributes to the permanence of NCSA outcomes and the various outputs achieved through the NCSA.
196. The project is also closely linked to existing and planned national reports to the Rio Conventions. More specifically, the project should be able to ensure close coordination with the **Second National Communication (SNC)** to the UNFCCC and to ascertain that linkages and synergies are sought during the implementation of both projects.

Links with UNDP-GEF Projects

GEF's Small Grants Program and its Partnership with the Agency for Social Development

197. The GEF project which has the most interesting links with the present project is GEF's Small Grants Program which has already funded GE conservation micro-projects in Morocco, and which is thus, well positioned to adapt the participatory models developed in the framework of this project to interventions which are financed by the Small Grants program, beyond the areas covered by the NHDI in Morocco.
198. The project will entertain close links with the partnership program between the ASD and the Program which aims at reinforcing the intervention of the Agency for Social Development in the implementation of the 5 International Conventions relative to Biodiversity; Desertification; Climatic Changes; Persistent Organic Pollutants and International Waters. The main actions of the ASD/Small Grants Program consist in financing joint pilot projects; in training ASD personnel in the management and monitoring of environmental projects; in developing training modules for associations; and in defining ASD intervention strategy in the implementation of these 5 conventions. This program, which will enable the Program to widen the impact of the pilot actions it finances by institutionalizing the approaches tested through the vast proximity-based ASD network, may also benefit from the methodologies and approaches capitalized by the project. Moreover, the two programs may lead to an exchange of experiences acquired through the implementation of capacity-building for GE management programs.

Several other GEF projects can potentially ensure links with the project. Some cases in points:

199. *Conservation of Biodiversity by Transhumance in the Southern Side of the High Atlas*: This project will attempt to develop effective systems for the large-scale management of ranges. The Middle Atlas Forests Project will establish close contact with all the questions pertaining to range management strategies, to the techniques used, and to the lessons derived. Attention will be focused on the approaches used in the Management of Natural Resources, notably the territory-based and support to sustainable management of biological diversity by means of the rehabilitation of traditional systems which leads to the conservation of biodiversity through this project.
200. *The Conservation of Wet Lands and Coastal Areas in the Mediterranean Region (MedWetCoast Project)*: This furnishes a considerable experience base and significant instructions concerning the development of the legislative and regulatory frames which are promoted by this project as well as the instauration of adapted institutional organizations and the development of exchange networks at the regional level.
201. *Promotion of Sustainable Energy and Energy Efficiency (PROMASOL, Energy Efficiency in Public Buildings)*: these projects aim at reducing GHG emission and at eliminating the obstacles which thwart the development of the solar water-heater market (at the level of standards/norms; financing

mechanisms/leasing; the reduction of SWH prices and the improvement of the policies that are favorable to the development of the market) and by the development of LPG into rural energy.

Coordination with the Programs of other Agencies

The WB Support Program to the NHDI

202. Ever since the launch of the National Human Development Initiative in May 2005, the World Bank has expressed its interest in assisting this vast program. In September 2005, the WB launched a consultation designed to better define the practical methods of implementing the fight against rural poverty and the program against urban social exclusion. The consultation, whose outcomes were presented during a national workshop organized in December 2005 in Mohammedia, highlighted the problematic of the weakness of local actors who are at the center of the process. Following this observation, the WB was solicited to prepare an integrated capacity-building program for the benefit of local actors to enable them to implement the NHDI.

Environmental Education and Awareness Project

203. ENDA is currently implementing a project designed to build national capacities in the area of environmental education and awareness, particularly in biodiversity, climatic changes, and the fight against desertification. Financed by the EU, the project aims at identifying the actors, activities, and tools developed in the area of environmental education and awareness nationwide and at taking stock of needs for the elaboration and implementation of a National Strategy and Action Plan for Environmental Education and Awareness. ENDA has completed an in-depth evaluation which may be beneficial to the project. Cooperation and collaboration are to be envisaged between the present project and ENDA project for environmental education and awareness.

L CONSULTATION, COORDINATION, AND COLLABORATION BETWEEN AND AMONG IMPLEMENTING AGENCIES, EXECUTING AGENCIES, AND THE GEF SECRETARIAT.

Project Linkages with Other GEF Projects

204. Another interesting initiative is a PDF B project of the IFAD OP 15 which has recently been approved in Morocco. The project, which is underway in the Sahara and High Atlas regions, is working with transhumant. There is also World Bank/GEF project covering protected areas that relates to three SIBE in the Middle Atlas. These projects can largely benefit from the proposed project as it strives to develop capacities for local environmental management. It specifically looks into the improved planning and decision-making processes, including budgetary decision making to systematically mainstream global environment into the local development processes. On the other hand the CB2 project will also benefit from these and the other GEF projects in the country as they will provide with the relevant data, information and knowledge and critical technical networks for better informed mainstreaming work on the ground.

1. IMPLEMENTATION AND EXECUTION ARRANGEMENTS

205. UNDP will act as the GEF Implementing Agency for this project. As implementing Agency, UNDP brings to the table a wealth of experience working with governments in the arena of reform and is thus well positioned to assist in both capacity building and institutional strengthening. UNDP Country Office will be accountable for executing transparent practices, appropriate conduct, and professional auditing. Staff and Consultants will be contracted according to the established Rules and Regulations of the United Nations and all financial transactions and agreements will likewise follow the same Rules and Regulations.

206. MEMWE is the proposed Executing Agency of the project, given the close linkages, which will be made between this project and UNDP's Programme "Implementation of Agenda 21 at the national

level”. The project will be hosted at the MEMWE and will closely coordinate with MoI’s Secretariat of the NHDI and GDLC.

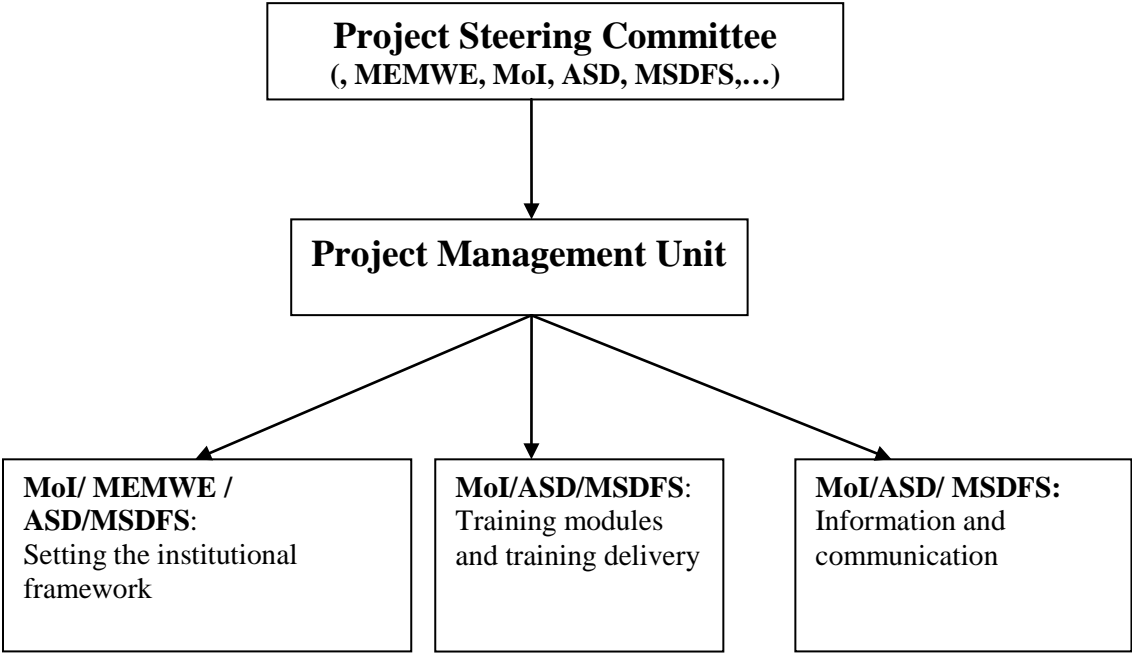
207. A full-time National Project Coordinator (NPC) will be hired through the GEF funding of the project for the day-to-day management of project activities, and will be assisted by an Administrative Assistant. The Executing Agency (EA) will subcontract specific components of the project to specialized government agencies, research institutions, private sector, as well as NGOs.
208. MoI has already demonstrated its active collaboration with all stakeholders concerned; regular meetings are already taking place with all stakeholders concerned.

The project will establish a Project Steering Committee (PSC) consisting of representatives of the following institutions:

- MoI
- MEMWE
- ASD
- MSDFS
- HCWFCD
- MARDF
- NGOs
- Research Centers
- UNDP-CO

209. The PSC has as a major function evaluating project progress and ensuring the incorporation of its lessons into the national policy-making process. The PSC will meet once every 6 months to assess project’s progress towards the achievement of the planned project outputs and to review and provide guidance for further implementation. The NPC will act as a Secretary to the PSC. Monitoring and Evaluation functions of the Project Steering Committee were described in the corresponding section of the project proposal. The Management Structure of the Project is presented in **Figure 2** below.
210. In order to grant proper acknowledgement to GEF for providing funding, all project’s documents should include a paragraph to explicitly require that a GEF logo appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgement to GEF.

Figure 2. Management Structure of the Project



M ATTACHMENTS

Annex 1. The Results of the Survey Conducted during the Preparation of the Project

Capacity-assessment Scorecard For the Purpose of Mainstreaming Global Environment in the NHD¹¹

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
1. Conceptualize and Formalize Policies, Legislations, Strategies, and Programs							
	System	Planning tools relating to the management of the environment exist at the communal level.	0 – The tools do not integrate the environment 1- The tools integrate the environment at times 2- The tools integrate the environment adequately 3- The tools integrate the environment in a systematic way	2	Harmonization of tools; Development of awareness-raising tools; Enhancement of capacities	3	The existing tools are: PDES, PDL; LA21; SNAT; SRAT; Regional Integrated Development Program.
		A Participatory-based process for environmental management exists at the local level	0- The participation of all the stakeholders is not guaranteed 1- The participation is inadequate 2- The participation is adequate but is not systematic 3. The participation is systematic	1	The level of authority of the stakeholders should be clarified; A Better organization; Conflict management; The interests of the private sector are different; Clarify roles and responsibilities.	2	The existing tools are: local communes; human development; provincial commune; regional council; Regional Integrated Development Program.
	Institutions	Institutions use	0- Institutions do not adopt	1	Integration of tools in	2	Governmental

¹¹ Initial evaluation carried out in June 2006 with the following NGOs : ENDA *Maghreb* ; TARGA-AIDE ; CISS ; AMSED ; and RADEVE

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
		environment planning tools efficiently	planning tools; 1- Institutions adopt planning tools inadequately; 2- Institutions adopt planning tools sometimes; 3- Institutions always adopt planning tools.		the mandates of institutions; Training and dissemination of information; Popularization of tools		institutions, NGOs, and local communities adopt the tools, according to their needs
	Individuals	The existence of adequate number of trained and qualified staff-members to use planning tools in the management of the environment.	0- The personnel is incapable of using tools; 1- The personnel possess inadequate capacities; 2- The personnel possess average capacities; 3- The personnel possess adequate capacities	1	Targeted and on-going training; Exchange of information; Practical workshops	2	Various trainings have been organized within the framework of Agenda 21, NHDI, WB/DGCL ... But they do not cover the tools pertaining to the environment
2. Conceptualize and Formalize Policies, Legislations, Strategies, and Programs							
	System	Decisions related to the implementation of programs bearing on the environment are taken at the communal level.	0- Decisions are not taken at the local level; 1- Decisions are taken only very partially at the local level; 2- Decisions are partially taken at the local level; 3- Decisions are entirely taken at the local level	0	Upgrading competencies to ensure adequate local follow-up.	2	Communities, elected officials, and all stakeholders are involved in decision taking. But this has not guaranteed the implementation of environmental aspects all over the territory.

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
	Institution	The resources necessary for the implementation of programs relating to the environment are allocated to the parties concerned.	0- The necessary resources are not available; 1- The resources are inadequate; 2- The resources are sometimes adequate; 3- The resources are adequate	1	Identify the money-lenders; Set up innovative financing methods; Foster partnerships; Reconsider the institutional methods whereby local collectivities are managed.	2	Examples of good practices do exist: GEF/Small and medium-sized firms; AND program . But year 1 of NHDI has not harnessed considerable funding for the environment.
	Individuals	The partners are capable of implementing programs relating to the environment.	0- The personnel is incapable of implementing programs; 1- The personnel has inadequate capacities; 2- The personnel has average capacities; 3. The personnel has adequate capacities	1	Training; Actions; Make tools available to actors.	2	The number of NGOs which solicits SSWE funding is increasing. Some communities have succeeded in responding to their requirements. But other requests and request remain unsatisfied.
3. Engage and develop a consensus among all the stakeholders.							
	System	Exchanges between the communal level and the regional one for a territory-	0- Exchanges do not exist; 1- The exchanges are inadequate; 2- The exchanges are sometimes adequate; 3- The exchanges are adequate.	1	Set up consultation mechanisms; Make the Charter operational; Enhance SSWE agents within the CTP;	2	The link between the community and the region is mostly established via elected members.

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
		vision based management of the environment are guaranteed at the level of all stakeholders.			Activate PANE to define the role of the province in the provincial integration; Communication tools.		The exchange is formalized at the level of CLDH, CPDH, and the Regional Council.
	Institution	The mandate of the institutions is so clearly adapted as to allow for the active participation of all stakeholders in the management of the environment.	0- The mandate concerning the participation is not clear; 1- The mandate is inadequate; 2- The mandate is sometimes clear; 3- The mandate is always clear.	0	Make the environment and participation functions more visible in organization charts; See provincial and communal Charters; Explain the contents of charters and institutional environments.	1	The management of the environment is one of the first bases of the participatory approach. Several experiences do exist within the framework of the WB but an examination of how to integrate the environment in these experiences has not been attempted as yet.
	Individuals	The personnel is capable of using the appropriate participatory approaches in	0- The personnel is incapable of using participatory approaches; 1- The personnel has inadequate capacities; 2- The personnel has average capacities;	0	Training; Forging partnerships; Developing simple multi-lingual tools	2	NGOs and money-lenders have seen to the enhancement of individual capacities. But

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
		the management of the environment	3- The personnel has adequate capacities				the needs are acute at the level of the centralized and de-centralized administration.
4. Mobilize information and knowledge							
	System	An analysis of the situations is carried out systematically to make an in-depth inventory of the environment.	0- The analysis of the situation is not taken care of; 1- The analysis is inadequate; 2- The analysis of adequate but not systematic; 3- The analysis is systematic	1	Economic feasibility studies, as well as ecological ones are necessary to meet AGR requests as required by the NHDI; Mobilize competencies and establish mutual consultations.	3	The existing tools recommend an in-depth analysis but this has not been undertaken yet.
	Institution	Information gathering at the local level for the management of the environment are channeled according to a clear system, as part of the mandate of various institutions	0- Institutions do not adopt a clear mandate concerning the gathering of information; 1- Institutions inadequately adopt clear mandates; 2- Institutions sometimes adopt clear mandates; 3- Institutions always adopt clear mandates.	0	Foster partner networking for better exchange of information which is scattered and dispersed; Analyze and capitalize on information to identify the pertinent environmental management options (AGR, eco-tourism ...); Create management cells and information relays.	3	MATE delegations are incapable of providing the requisite information. E&F services are active but do not adequately exchange information. NGOs and local collectivities

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
							work together but the information remains inadequate.
	Individuals	The personnel is capable of collecting and analyzing the necessary information for the management of the environment at the local level.	0- The personnel is incapable of collecting and analyzing information; 1- The personnel has inadequate capacities; 2- The personnel has average capacities; 3- The personnel has adequate capacities	1	Train personnel and develop its knowledge; Clear mechanisms and financing; Create sources of information and see to the dissemination and analysis of information.	2	Capacities do exist at the level of research centers and NGOs, but the exchange of information between the parties concerned remains inadequate.
5. Ensure monitoring, evaluation, reporting and knowledge-acquisition.							
	System	A monitoring and evaluation system is well defined to assist in decision-taking and to inform about the progress made in the management of the environment.	0- The monitoring and evaluation system is not available; 1- The monitoring and evaluation system is inadequate; 2- The monitoring and evaluation system is adequate but not systematic; 3- The monitoring and evaluation system is systematic.	0	The NHDI observatory must integrate aspects relating to the environment in its work; Participation in the implementation of a monitoring and evaluation system; Set up a result-based cell; In order for the work to be efficient, the aim	2	The planning tools at the local level (PDL, LA21, SRAT) have not established an environment monitoring system locally. MDG reports and Situation of the Environment have not resulted

Strategic Support	Capacity Level	Benchmark function	Capacity Assessment (Scoreboard)	Initial Evaluation	Actions Required	Target	Comment
					should be 3 (scoreboard)		in an environment monitoring and evaluation system
	Institution	The monitoring and evaluation system concerning the management of the environment are integrated into the mandates of institutions.	0- Institutions do not adopt monitoring and evaluation tools; 1- Institutions adopt tools inadequately; 2- Institutions sometimes adopt M&E tools; 3- Institutions always adopt M&E tools.	0	Decentralized institutions must open up and deal with research centers, NGO's and local communities; Mobilization of the necessary competencies and resources.	2	MATE delegations and E&F do not perform this task. NGOs and local communities use M&E tools according to their needs.
	Individuals	The members of the personnel who are responsible for M&E are well trained and capable of utilizing the M&E system for the environment at the local level.	0- The personnel is incapable of using M&E tools; 1- The personnel has inadequate capacities; 2- The personnel has average capacities; 3- The personnel has adequate capacities	1	Training; Simplify tools and adapt them to the local context; Set up a mechanism for this.	2	The capacities exist but responsibilities are not defined at the level of decentralized administration.

Annex 2. National Stakeholders involved in PDFA17 Consultations

MINISTERIAL DEPARTMENTS

- Ministry of Interior
 - ▶ Mr. the Wali Nourreddine BOUTAYEB: General Manager of Local Collectivities
 - ▶ Mr. the Governor Aziz DADES: the National Coordinator of the NHDI
 - ▶ Mrs. Nadira GUERMAI: Official in charge of the NHDI Communication Cell
 - ▶ Mr. Soulaïman EL HAJJAM: Official in charge of the NHDI at the DGCL
- The Ministry in charge of Land Use Planning, Water, and the Environment (SSWE)
 - ▶ Mr. Mohamed AMEUR: the General Secretary of the Ministry
 - ▶ Mr. Taha BALAFREJ: Director of Partnerships, Communication and Cooperation. (Focal Point of the Convention of Climatic Changes).
 - ▶ Mr. My Hassan EL BADRAOUI: Director of Research, Planning, and Prospective (Focal Point of the Convention on Biodiversity)
- The Ministry in charge of Social Development, the Family, and Solidarity (MDSFS)
- The Ministry of Agriculture, Rural Development, and Fisheries (MADRP)
 - ▶ Mr. Mohamed MELOURGHMAN: Director in charge of Land Development
 - ▶ Mr. Lahcen LJOUAD: Head of the Division in charge of Land Use Improvement
- High Commission for Water, Forestry, and the Fight against Desertification
 - ▶ Mr. Mohamed BADRAOUI: Director in charge of the Fight against Desertification and the Protection of Nature (Focal Point of the Convention on the Fight against Desertification)
 - ▶ Mr. Abdellah EL MASTOUR: Head of the Service in charge of the Development of Parks and Natural Reserves
 - ▶ Mr. Mohamed GHANAM: Head of the Service in charge of Coordination and Follow-up on the Convention on the Fight against Desertification.
 - ▶ Mr. Abdelali GOUR: Coordinator of the GEF Project

PUBLIC ESTABLISHMENT

- Agency for Social Development (ASD)

UNDP

NON GOVERNMENTAL ORGANIZATIONS

- Miss Odile GUILLARD: ENDA *Maghreb*
- Miss Claire GERBAUD: TARGA-Aide
- Mr. Massimiliano DI TOTA: CISS
- Mr. Tarik MAAROUFI: AMSSED
- Mr. Jamal Eddine BOURHARA: RADEVE

¹⁷ Meetings held during the preparation of the Project in June 2006

Annex 3. Institutions Participating in the Technical Meeting held during the Preparation of the Project.¹⁸

MINISTERIAL DEPARTMENTS

- Ministry of Interior
 - General Director in charge of Local Collectivities
 - NHDI Cell
- The Ministry in charge of Land Use Planning, Water, and the Environment (SSWE)
 - Directorate in charge of Partnerships, Communication, and Cooperation
 - Directorate in charge of Land Use Development (DAT)
- The Ministry in charge of Social Development, the Family, and Solidarity (MDSFS)
- The Ministry of Agriculture, Rural Development, and Fisheries (MADRP)
 - Directorate in charge of Animal Breeding
 - Directorate in charge of Cooperation
 - Directorate in charge of Land Development
- High Commission for Water, Forestry, and the Fight against Desertification
 - Directorate in charge of the Fight against Desertification and the Protection of Nature

PUBLIC ESTABLISHMENTS

- Agency for Social Development (ASD)
- The Agency for the Promotion and the Development of the Southern Provinces of the Kingdom (Agency for the South)

UNDP

- Energy and Climatic Change Program
- ANCRE (NCSA) Project
- GEF Micro-financing Program
- Oasis Project
- The Fight Against Desertification Program

NON GOVERNMENTAL ORGANIZATIONS

- CISS
- AMSED
- ENDA

¹⁸ Technical Consultation for the Formulation of the Project. June 12, 2006, Rabat.

Annex 4. The Logical Frame with Impact Indicators

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
<p>To integrate global environmental objectives of Morocco into the NHDI and local strategic planning, budgeting and monitoring processes</p>	<p>NHDI and local strategic planning, as a framework for local development planning, fully integrates global environmental management targets.</p> <p>Local capacity of development planners, resource centres and community improved to address global environmental objectives as part of local development and poverty reduction efforts (local plans, programmes, investments)</p> <p>The local planning tools used by institutions which are involved in GE management are harmonized.</p> <p>The Provincial Committees for Human Development</p>	<p>National Human Development Initiative is a comprehensive, multiyear development framework with secured long term funding from the government of Morocco and various donors and partners, including UNDP. It aims to introduce a bottom-up planning and priority setting for local development programming and investments with an overall objective of poverty reduction. However, this framework fully overlooks linkages between the global environment and local development / poverty reduction. Having a comprehensive set of planning tools and methods in place, NHDI is nonetheless lacking environmental mainstreaming methodology that can help develop integrated development plans that</p>	<p>By end of the project, a set of procedures in place to clarify roles and responsibilities of key stakeholders in the process of global environmental mainstreaming into the development planning.</p> <p>By end of the project at least 20% of total NHDI and local strategic planning supported development plans fully integrate global environmental management measures, with corresponding targets, indicators and earmarked budgets.</p> <p>By end of the project at least 50% of total experts and decision-makers who received training on environmental</p>	<p>Project reports</p> <p>Independent evaluation</p> <p>NHDI and local strategic planning development plans</p> <p>Stakeholder surveys, including, surveys of the training courses attendees</p> <p>Case study and survey conducted at the CPDH</p>	<p>The Government of Morocco and UNDP GEF continue their support of and commitment to the Rio Convention</p> <p>The NHDI and the local strategic planning process adhere to the tools developed by the project as part of the process of decentralization and local development in Morocco</p> <p>Adequate trainers' capacities are available or managed to be built during the timeframe of project implementation</p>

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
	(CPDH) adopt approved planning tools to engage in a territorial consolidation of local plans	integrate land and water management, landscape and habitat preservation and climate risk management needs as part of the development objectives. Number of resource centres is engaged in NHDI process but they equally lack expertise and institutional capacity to address needs for systematic environmental mainstreaming into development. The tools of the organisations that are involved in global environmental management at the local level significantly vary, precluding the coherence and systematized approach to environmental management at local level in the context of development processes. Moreover, the integrated approach to local development has not been adopted that can consolidate global environmental	mainstreaming tools and methods are applying the skills both in the framework of NHDI and local strategic planning frameworks Harmonized tools used in local planning at the level of SSWE, HCWFCD, MAMF, and MSDFS are approved. The CPDH representing the 600 communes, targeted by NHDI and other rural communes represented by the local strategic planning process, are engaged in GE planning in the context of their local territorial / development plans with at least 10% increase in their local plan budgets dedicated to global environmental management		

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
		management efforts within the development framework			
<p>Outcome 1. The institutional framework for integrating global environmental management in the planning and monitoring procedures of the NHDI and local strategic planning is developed.</p>	<p>Mechanisms and procedures for cooperation and coordination amongst the key institutions concerning the mainstreaming of GE in the NHDI and local strategic planning are set up.</p> <p>The NHDI and local strategic planning procedures for the setting up of local plans are organized to take into account the global environmental objectives in Morocco</p> <p>An indicator framework for the monitoring progress towards the set GE targets is established, as part of the integrated local / territorial development</p>	<p>The cooperation between SSWE and MoI is not based on an official mandate. Roles and mandates have not been fully clarified or streamlined to ensure more coordinated and cross-sectorial approaches to environmental, including global environmental management. Isolated and sectorial practices for policy, programme formulation and planning have been transferred at all levels, including local, where the community, geographic area or region specific level can offer a window of opportunity for more integrated approaches. Improved land and water management, reversal of habitat and biodiversity loss, building climate resilience and promoting low carbon development trajectories haven't been exploited as part of the</p>	<p>By end of the first year of the project SSWE and MoI collaborate on the basis of a formalized MOU that concerns joining the efforts to integrate GE into the NHDI and local strategic planning framework</p> <p>A set of procedures for integrating GE into the development have been approved by MoI and other key stakeholders;</p> <p>Targets and indicators relating to global environmental management in the context of local / territorial development are approved by all stakeholders</p>	<p>Project reports</p> <p>Independent evaluation</p> <p>MoU and protocol of procedural approvals</p> <p>Project Steering Committee minutes</p> <p>NHDI and local development plans</p>	<p>ASD, MoI and SSWE continue their cooperation for the mainstreaming of the aspects pertaining to GE within the NHDI and local strategic planning process</p> <p>MoI, CPDH and CLDH accept the use of the procedures developed by the project for local and provincial planning</p>

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
		local development efforts. Local plans are developed with the methodological support of MoI and national indicators for MDG 7 are established. However, there are no coherent targets of global environmental management at local level, where the on-the-ground action takes place; nether are there measurable indicators to monitor achievement of global environmental objectives at that ground level.			
<p>Output 1.1. Methodological approaches and tools for integrating global environmental commitments into the development planning at local level are consolidated and introduced.</p> <p>Output 1.2. The institutional mandates and procedures for environmental mainstreaming at the provincial, regional and national levels are clarified.</p> <p>Output 1.3. A set of global environmental indicators to be part of the monitoring system of the NHDI at the local, the regional and the national levels is introduced.</p>					
Outcome 2. The capacities for systematic mainstreaming of the global environmental targets into the local planning are strengthened.	<p>Targeted government stakeholders use the project methodology for GE integration, as part of their development planning routine.</p> <p>Improved technical capacity of the resource centres demonstrated by an increased number of services to governmental and</p>	<p>Knowledge skill-set and overall capacity is inadequate to meet integrated local / territorial planning requirements that take a full account of global environmental management.</p> <p>Benefits of global environmental management are not fully recognized to</p>	<p>By end of the project tested methodology on selected pilots have been verified and formally adopted as a NDHI method for local development planning.</p> <p>By the end of the project, adequate</p>	<p>Project reports</p> <p>Independent evaluation</p> <p>MoU and protocol of procedural approvals</p> <p>Project Steering Committee minutes</p> <p>NHDI and local strategic development plans</p>	<p>The DGCL continues to support the aspects relating to GE</p> <p>The cooperation between the DGCL and the NHDI Secretariat is fostered during the implementation of the Capacity-building Master Scheme at the local level;</p> <p>SSWE continues its</p>

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
	community stakeholders to address global environmental management objectives into the local development framework	contribute to the local development objectives. Therefore, global environmental management targets are not embedded into the local development plans, programmes and related investment schemes. The main barrier precluding it is the limited understanding and practical skills and knowledge of how actually do it. As a result, the Master Scheme for local capacity development does not cover the aspects related to GE.	<p>training capacities in form of prepared trainers, training materials and established agreement with the hosting resource centres are in place.</p> <p>By end of the project the first group of governmental planners have been trained and successfully passed the test</p> <p>By end of the project 50% of the communes which have attended the training integrate aspects relating to GE in their local plans</p> <p>The NHDI and local strategic planning capacity development Master Plan covers priority capacity issues relating to GE management</p>	<p>Training program</p> <p>Training evaluation</p>	involvement in the training through IRATE
Output 2.1. Priority global environmental targets to be addressed by the project are identified and agreed upon by all project partners as part of the NHDI and local strategic					

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
<p>planning activities.</p> <p>Output 2.2. The capacities of concerned stakeholders to integrate priority GE issues into local development planning are strengthened by targeted training, procedural and institutional arrangements.</p>					
<p>Outcome 3. A system of project's adaptive management and lessons learned established</p>	<p>Harmonized tools for the planning of aspects related to GE are adopted by UNDP programs.</p> <p>Number of queries from other donors</p> <p>Knowledge and capacity for upscale and replication is in place</p>	<p>A close cooperation between the related projects does exist but is not systematic. Communication strategies of various related activities are not very comprehensive or well targeted. Knowledge and practical experience for environmental mainstreaming is at nascent stage</p>	<p>By end of the project at least one related UNDP project / programme (GOLD, Agenda 21, and Oasis) adopt local GE planning tools as part of the integrated territorial development.</p> <p>At least one knowledge product produced by the project to disseminate lessons and good practices</p> <p>By end of the project the donors active in local development in Morocco have engaged in substantive discussion with the project team about the project lessons and tested methods for potential application in their programming</p>	<p>The minutes of project coordination meetings;</p> <p>Project reports</p> <p>Independent evaluation</p> <p>Donor meeting minutes</p>	<p>The management structures of the project allow smooth project implementation</p> <p>The cooperation between project stakeholders is effective in the implementation of all the aspects related to the project</p>

Project Goal					
To fulfil country commitments to the global environmental management in the context of fiscal and governance decentralization process currently underway.					
Objective / Outcomes	Indicator / score card	Baseline	Targets	Sources of verification	Assumptions and Risks
Output 3.1. Project management infrastructure in place.					
Output 3.2. Communication and knowledge management mechanisms established and operational to serve the project objective					

CAPACITY DEVELOPMENT MONITORING SCORECARD

Project/Programme Name:

Project/Programme Cycle Phase:

Date:

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0				1
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0				1
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0				2
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
.... Add your own indicator(s)						
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0				
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0				
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0				
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0				
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0				
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	making processes					
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0				1,2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0				1
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	there are problems in implementing and enforcing them					
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0				1, 2
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
.... Add your own indicator(s)						
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0				2
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	the lead environmental organizations					
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0				1, 2
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
.... Add your own indicator(s)						
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0				3
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0				3

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				
.... Add your own indicator(s)						

Annex 5: Description of Key Partners, their Involvement, as well as their Expected Functions with the Framework of the Project

Partner	Representative	Involvement	Expected Functions
Ministry of Interior	General Director of Local Collectivities National Coordinator of the NHDI Governor President of the Commune	Co-financing Source Beneficiary	The Ministry will see to the mainstreaming of GE aspects in the NHDI Secretariat and in the Master-plan for Training of Local Authorities
Ministry of Energy, Mining, Water and Environment (MEMWE); State Secretariat for Water and Environment	The Ministry's General Secretariat; Director in charge of Partnerships, Communication, and Cooperation Study/Research Director	Focal Point of the GEF and focal point of the CBD and CCC; Co-financing Sources	MEMWE will provide technical support to the project, especially at the level of the setting up of indicators related to GE
Ministry of Social Development, Family, and Solidarity	Departments involved in the NHDI and local strategic planning process	Beneficiary	The MSDFS will play a key role in boosting the NHDI and local strategic planning wherewith the project will have close links
Agency for Social Development	Department involved in the NHDI and local strategic planning process	Beneficiary	ASD has a mandate for planning and implementing local initiatives, the execution of which is delegated to a partnership which bring together State, NGO, and Private Sector, which will support the project
Ministry of Agriculture, and Maritime Fisheries (MAMF)	Director in charge of Land Development; Division Chief in charge of Land Improvement	Beneficiary	The MAMF will execute local participatory planning projects which might inform the project
The High Commission for Water, Forestry, and Combating Desertification	Director in charge of the Fight against Desertification and the Protection of Nature	Focal Point of the CFD Beneficiary	The HCWFCD will execute local participatory planning projects which might inform the project
NGO	RADEVE, AMSED, CISS, TARGA-AIDE, ENDA MAGHREB etc.	Beneficiary	NGOs play an important role in local planning; they will implement the outcomes of the project
Local Associations		Beneficiary	Local Associations play an important role in local planning; they will implement the outcomes of the project.

Annex 6: Lists of Management and Monitoring Reports

Report	Lead / Responsible	Time frame
Project Inception Phase	IA EA	Beginning of project implementation
Project Inception Workshop	NPC IA EA Partner Organizations	Beginning of project implementation
Project Inception Report	NPC IA EA Partner Organizations	Beginning of project implementation
Annual Work Plans	NPC IA EA IA Task manager Partner Organizations	Annually
Quarterly Progress Reports	NPC IA EA	Quarterly
Project Implementation Review (PIR)	NPC IA EA Partner Organizations	Annually
Tri-Partite Review (TPR)	NPC IA EA IA Task manager Partner Organizations	Annually
Mid-Term Review	NPC IA Task Manager IA EA	After 18 months of implementation
Project Terminal Report	NPC IA EA IA Task Manager	Three months before end of project
Terminal Evaluation	NPC IA headquarters IA Task Manager IA EA	End of project implementation

Annex 7. Total Budget and Work Plan

Award ID:	Tbd
Award Title:	PIMS 3707 MFA/CB2 MSP: Morocco Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Human Development Initiative (NHDI)
Business Unit:	MAR10
Project Title:	PIMS 3707 MFA/CB2 MSP: Morocco Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Human Development Initiative (NHDI)
Implementing Partner (Executing Agency)	ADS

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	See Budget Note:
OUTCOME 1: The institutional framework for the integration of GE management in the NHDI and local strategic planning and monitoring is developed.	ADS	62000	GEF	71300	Local Consultants	\$11,000	\$11,000	\$11,000	\$33,000	
				71400	Contractual Services	\$10,000	\$20,000	\$20,000	\$50,000	x
				74200	Audio Visual and Printing Production Costs	\$2,000	\$2,000		\$4,000	
				sub-total GEF		\$ 23,000	\$ 33,000	\$ 31,000	\$ 87,000	
		04000	UNDP	71200	International Consultants	\$ 10,000	\$ 10,000		\$ 20,000	x
				71600	Travel	\$ 4,000	\$ 4,000		\$ 8,000	
				72400	Communications and Audio visual equipment	\$ 4,000	\$ 4,000		\$ 8,000	
				73100	Overhead expenses - Rent	\$ 8,000	\$ 8,000		\$ 16,000	
				sub-total UNDP		\$ 26,000	\$ 26,000		\$ 52,000	
		Total Outcome 1						\$ 49,000	\$ 59,000	\$ 31,000
OUTCOME 2: The capacities for	ADS	62000	GEF	71300	Local Consultants	\$ 11,000	\$ 11,000	\$ 11,000	\$ 33,000	
				71400	Contractual services	\$ 50,000	\$ 50,000	\$ 50,000	\$150,000	x
				74500	Miscellaneous	\$ 1,000	\$ 1,000		\$ 2,000	
				71600	Travel	\$ 2,000	\$ 2,000	\$ 2,000	\$ 6,000	

systematic mainstreaming of the global environmental targets into the local planning are strengthened				74200	Audio Visual and Printing Production Costs	\$ 3,000	\$ 3,000	\$ 2,000	\$ 8,000			
				sub-total GEF		\$ 67,000	\$ 67,000	\$ 65,000	\$ 199,000			
				04000	UNDP	71200	International Consultants	\$ 10,000	\$ 10,000		\$ 20,000	x
						71600	Travel	\$ 4,500	\$ 4,500		\$ 9,000	
						72400	Communications and Audio visual equipment	\$ 2,500	\$ 2,500		\$ 5,000	
						73100	Overhead expenses - Rent	\$ 7,000	\$ 7,000		\$ 14,000	
						sub-total UNDP		\$ 24,000	\$ 24,000		\$ 48,000	
Total Outcome 2						\$ 91,000	\$ 91,000	\$ 65,000	\$ 247,000			
OUTCOME 3: Monitoring, Learning, Adaptive Feedback & Evaluation	ADS	62000	GEF	71200	International Consultants	\$ 10,000	\$ 10,000	\$ 7,000	\$ 27,000	x		
				71600	Travel	\$ 2,500	\$ 2,500	\$ 3,000	\$ 8,000			
				71300	Local Consultants	\$ 17,500	\$ 17,500	\$ 17,000	\$ 52,000	x		
				71400	Contractual services	\$ 10,000	\$ 10,000	\$ 15,000	\$ 35,000			
				74100	Professional Services		\$ 2,000	\$ 2,000	\$ 4,000			
				sub-total GEF		\$ 40,000	\$ 42,000	\$ 44,000	\$ 126,000			
Total Outcome 3						\$ 40,000	\$ 42,000	\$ 44,000	\$ 126,000			
PROJECT MANAGEMENT UNIT	ADS	62000	GEF	71400	Contractual Services	\$12,000	\$12,000	\$12,000	\$36,000			
				72200	Equipment	\$2,000	\$1,000		\$3,000			
				72400	Communications & Audio-visual equipment	\$1,000	\$1,000	\$1,000	\$3,000			
				72500	Supplies	\$1,000	\$1,000	\$1,000	\$3,000			
				74110	Audit Fees	\$1,000	\$1,000	\$1,000	\$3,000			
Total Management GEF						\$17,000	\$16,000	\$15,000	\$48,000			
PROJECT TOTAL						\$ 197,000	\$ 208,000	\$ 155,000	\$ 560,000			

Summary of Funds: ¹⁴

Source of Funds		Amount Year 1	Amount Year 2	Amount Year 3	Total Amount
GEF		\$ 147,000	\$ 158,000	\$155,000	\$460,000
UNDP-CO		\$ 50,000	\$ 50,000		\$100,000
TOTAL		\$ 197,000	\$ 208,000	\$ 155,000	\$ 560,000

¹⁴ Summary table should include all other co-financing (cash and in-kind) that is not passing through UNDP.

Annex 8: Endorsement Letter

ROYAUME DU MAROC
MINISTRE DE L'AMENAGEMENT DU TERRITOIRE DE
L'EAU ET DE L'ENVIRONNEMENT
SECRETARIAT GENERAL
DIRECTION DU PARTENARIAT,
DE LA COMMUNICATION ET DE LA COOPERATION
..... / 8000



المملكة المغربية
وزارة إعداد التراب الوطني
والماء و البيئة
الشراكة العامة
معميرة الترخاطة و التواحل و التعاون

Monsieur Frank PINTO
Coordinateur Principal PNUD-FEM
Fax : ++ 1 312 906 69 98

22 MARS 2007

0498

Endorsement Letter

Object : Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Human Development Initiative (NHDI) in Morocco.

Dear Sir,

On behalf of the Government of Morocco and, in my capacity as GEF Operational Focal Point, I hereby endorse the request of funding from the Global Environment Facility for the above mentioned project proposal, to be presented through the United Nations Development Program.

In doing so, I express my agreement with the content of the project proposal and with its implementation arrangements.

We look forward to your consideration in this matter.

Sincerely,

M. Taha BALAFREJ
GEF Opérationnel Focal Point

Annex 9. Terms of Reference

Project Steering Committee (PSC)

Overall responsibilities:

The **Project Steering Committee (PSC)** is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit set by corporate management. The PSC reviews and approves project plans and authorizes any major deviation from these agreed plans. It is the authority that signs off on the completion of each stage plan as well as authorizes the start of the next stage plan. It ensures that required resources are committed and arbitrates on any conflicts within the project and/or negotiates a solution to any problems between the project and external bodies. The PSC is the group responsible for making executive management decisions for a project when guidance is required by the National Project Coordinator, including approval of project plans and revisions. This group is consulted by the National Project Coordinator for decisions when project manager tolerances have been exceeded.

Composition and organization:

The Executing Agency will establish the PSC at project initiation, the PSC will be consisting of (but not limited to) representatives of the following institutions:

- ASD
- MSDFS
- MoI
- MEMWE
- HCWFCD
- MAMF
- NGOs
- Research Centers
- UNDP-CO

Specific responsibilities:

At the beginning of the project:

- Approve the start of the project via acceptance of the Project Initiation Document (PID)
- Agree on National Project Coordinator's responsibilities
- Appraise and approve the project plans submitted by the National Project Coordinator
- Delegate any Project Assurance roles as appropriate
- Commit project resources required by the plan

As the project progresses:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Review each completed project stage and approve progress to the next
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes
- Assure that all planned deliverables during each stage are delivered satisfactorily

At the end of the project:

- Assure that all products deliverables are delivered satisfactorily
- Review and approve the end project report (if required)
- Make recommendations for follow-on actions if required

National Project Coordinator (NPC)

Overall responsibilities: The NPC has the authority to run the project on a day-to-day basis on behalf of the NSC. The NPC is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the deliverables specified in the PID, to the required standard of quality and within the specified constraints of time and cost.

Specific responsibilities:

Overall project management:

- Manage the production of the required deliverables
- Liaise with the PSC to assure the overall direction and integrity of the project
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration

Project planning:

- Produce the Project Initiation Document
- Prepare Project Plans and agree them with the PSC

Project monitoring:

- Plan and monitor the project
- Record progress using the Tracker in the on-line RMG Implementation Toolkit
- Manage the risks using the Risks log
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control

Project reporting:

- Report to the PSC according to agreed mechanisms and frequency
- Prepare any Follow-on Action Recommendations as required

Qualifications:

The NPC will have the following qualifications or be able to demonstrate:

- An advanced university degree (PhD or MSc) in any discipline related to the natural sciences.
- A minimum of five years international experience in project development and management, related to the field of development.
- An ability to work with a variety of people including government officials, non-governmental organizations (NGOs), local stakeholders, experts and consultants.
- Proven experience of working with government at high level.
- Proven experience in facilitating and chairing meetings and/or workshops.
- Proven knowledge of the sustainable development field in Morocco.
- Excellent communication skills.
- A proven ability to manage budgets.
- Proven track record in fundraising
- Good organizational and planning skills and an ability to adhere to deadlines.
- Good writing skills.
- Fluency in written and spoken Arabic and French (English is an additional advantage).

Administrative Assistant (AA)

Overall responsibilities: The Administrative Assistant provides project administration and management support to the NPC as required by the needs of the project or NPC. The Administrative Assistant shall be responsible for providing administrative backstopping to the project, and ensuring the smooth functioning of administrative systems under the project.

Specific responsibilities:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer PSC meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Central source of expertise in:

- Specialist knowledge (for example, estimating, risk management)
- Specialist tool expertise (for example, planning and control tools, risk analysis)
- Specialist techniques and standards

Qualifications:

- Degree in Management, Business Administration or related fields.
- At least five years experience as Administrative Assistant in any developmental project, experience with UNDP projects would be desirable.
- Excellent communication skills
- Fluency in written and spoken Arabic and French (English is an additional advantage).

Participatory Planning and Institutional Advisor

Overall responsibilities: The Participatory Planning and Institutional Advisor is responsible for the clarification of the local planning mandates of the different concerned national and local partners and the harmonization of the methodologies and approaches for integrating GE in local planning. He/she will review the system for consolidating local planning at provincial, regional, and national levels and support a decision-making process for GE management based on the local planning efforts in Morocco.

Specific responsibilities:

- Review and propose amendments for clarifying the mandate, functions and organizational chart of the different national and local administrations involved in participatory local planning.
- Strengthen the GE aspects within the local planning tools by integrating the technical backstopping of MEMWE and other technical agencies in the GE field in the local planning procedures as well as developing required monitoring protocols for the implementation of these procedures.
- Propose mechanisms for territorial integration (local, provincial, regional, and national) within the different planning tools and mechanisms to create synergies via tools like the RMLUP, the NMLUP, and the PESD
- Identify the modification of current mandates and responsibilities among the different concerned agencies and ways to support a necessary reform for the setting up of a coherent institutional system for the integration of GE aspects in local participatory planning, through NHDI and other decentralization processes
- Provide the necessary institutional procedures for the setting up of an information system for the collection and the processing of the data generated at the level of local plans
- Elaborate, discuss and finalize a manual of procedures for the implementation of an information system for the GE through local planning tools which will clarify the roles and responsibilities of different institutions in the development and the setting up of an information system for GE
- Define information-gathering protocols to be established between different local and national institutions to establish and develop the information system
- Elaborate and disseminate publications as requested by the project related to the process of harmonizing the local planning tools.

Qualifications:

- Degree in socio-economic or development field with at least ten years experience working on participatory local planning issues.
- Familiarity with institutional and technical aspects related to participatory local planning.
- Excellent communication and writing skills both in Arabic and French.

Capacity Development Advisor (CDA)

Overall responsibilities: The Capacity Development Advisor will support the project team in identifying and applying the appropriate tools to for the identification of priority GE issues to be addressed by the project and conduct necessary capacity assessment analysis for provision of training and other capacity development needs. The CDA will therefore support in identification of stakeholders' participation and the analytical tools required for prioritization of GE issues and capacity assessment.

Specific responsibilities:

- Lead the prioritization analysis to identify key local economic development experiences which are centered on income-generating activities of the eco-development type, based on the socio-economic feasibility studies undertaken by the project.
- Set up a simplified evaluation methodology to guide local partners in this exercise and to engage feasibility studies at the level of the project, as well as the level of other similar national initiative in Morocco
- Conduct training needs assessment concerning aspects of GE in the communes involved in the NHDI. The evaluation will take into account the urgent needs of the communes as well as the limited duration of the project.
- On the basis of this assessment, the project will set up and carry out a short-term training plan in order to orient training activities. The training programme will be closely coordinated with those planned within the Agenda 21 activities
- Elaborate and oversee the implementation of the training programme at the level of the NHDI which was launched in September 2005, through a series of training sessions intended for certain communal and provincial employees who are involved in the implementation of the NHDI.
- Elaborate and oversee the implementation of the training programme at the level of the Master Plan for the Training of Local Authorities.
- The project may thus integrate into the two programs the training modules and the guidelines required for meeting the priority aspects relating to GE and to ensure that the priority aspects pertaining to GE, as they have been identified by local communities, are taken into account by the MoI.
- Monitor and evaluate the success and impact of the training programmes and adapt/revise training strategies and programmes as required.
- Identify appropriate Resource Persons and provide formal and on-the-job training to future trainers tasked with delivering the training programs on completion of the project.

Qualifications:

- Degree or extensive practical experience in capacity development in natural resources management or related fields.
- At least ten years of experience in capacity assessment.
- Proven experience in the use of assessment tools and methodologies: Stakeholders analysis, prioritization analysis, problem and root-cause analysis, logframe analysis, linkages planning, institutional assessment
- Sensitivity to gender issues.
- Extensive facilitation and communication skills (Arabic, French), and excellent abilities in working with local communities, Government, NGOs and research centers.

Communication and Knowledge Management Specialist (CKM)

Overall responsibilities The CKM Specialist will take the lead in formulating and implementation of the communication and knowledge management strategy and action plan of the project including targeting the identification of suitable messages, and the development and field-testing of pilot communication tools and activities. The incumbent will provide technical backstopping and closely monitor sub-contracted communication activities, as well as playing an active role in the training activities of the project.

Specific responsibilities:

- Prepare an outreach plan for mainstreaming GE in local planning and monitoring.
- Prepare and implement communication tools and packages to concerned national and local agencies.
- To prepare and perform awareness campaign and presentations to target audiences (decision makers, universities, general public ...).
- Attend as appropriate national and local events to enhance information sharing and dissemination and lessons learned.
- Establish continuous liaison with media providing updates on the project.
- Document and disseminate lessons learned and best practices.
- Contribute to - and draw from - relevant knowledge management networks

Qualifications:

- Academic qualifications in communication with at least 15 years of professional experience.
- Proven ability to develop and implement communication activities as part of development projects.
- Fluency in the French language; working knowledge of Arabic desirable.
- Ability to report on project activities according to the highest international standards.

Annex 10. Letters of co-financing

Programme des Nations Unies pour le Développement



March 21, 2007

Dear Mr. Pinto,

Frank,

Subject : UNDP/GEF Project "PIMS 3707: Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Human Development Initiative (NHDI) in Morocco"

I hereby confirm the commitment of UNDP – Rabat to contribute to the co-financing of the above-mentioned project for an in-cash amount of US\$ 100,000.

See you in Rabat!

Sincerely,

Mourad Wahba

Mourad Wahba
Resident Representative

Mr. Frank Pinto
Executive Coordinator
UNDP/GEF
New York, NY

Angle Avenue Moulay Hassan et Rue Ahmed Loukili, Casier ONU, Rabat Chellah, Maroc
Tél. : 212 (0)37 70 35 55 – Fax : 212 (0)37 70 15 66 – Email : registry.ma@undp.org – Site web : www.pnud.org.ma

ROYAUME DU MAROC
Ministère de l'Intérieur

DIRECTION GENERALE DES COLLECTIVITES LOCALES

N° 39

Date : _____

12 6 MAI 2009

The Secretariat of the
Global Environmental Facility
1818 H Street,
NW Washington DC 20433

CC:
UNDP Morocco Country Office

May 25, 2009

ENDORSEMENT LETTER

Dear Sir/Madam,

On behalf of the General Directorate of Local Collectivities, we hereby endorse the project "Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Initiative for Human Development in Morocco" to be presented to the Global Environmental Facility for funding through the United Nations Development Programme (UNDP) in Morocco.

The above mentioned project ensures full complementarity with the priorities of the General Directorate of Local Collectivities, namely the implementation of a national capacity building strategy for the local governance entities and the development of local plans. This cooperation will catalyze a dynamics favorable to the mainstreaming of global environmental aspects into national programs and integrating of global environmental targets into territorial and local planning.

We would like to confirm our commitment to provide in-kind co-financing to the above mentioned project. The total **in-kind co-financing** is calculated at **50,000 US\$** allocated to support strengthening of capacities for mainstreaming global environmental target into local planning (Outcome 2) through close cooperation with the Master Plan for the Training of Local Authorities.

We look forward to our fruitful cooperation and significant results from the project.

Sincerely yours,

Mr. Noureddine Boutayeb
Wali, General Director
General Directorate of Local Collectivities
Ministry of Interior
Government of Morocco

Le Ministre de l'Intérieur
et par délégation
Le Wali, Directeur Général
des Collectivités Locales

Nour-Eddine BOUTAYEB



MINISTERE DE L'INTERIEUR - DIRECTION GENERALE DES COLLECTIVITES LOCALES Tél. : 037 76 13 26/76 59 25 Fax : 037 76 19 00

Secrétariat d'Etat auprès du Ministère de l'Energie,
des Mines, de l'Eau et de l'Environnement
chargé de l'Eau et de l'Environnement

Département de l'Environnement

المملكة المغربية
ROYAUME DU MAROC



كتابة الدولة لدى وزارة الطاقة والمعادن

والماء والبيئة، المكلفة بالماء والبيئة

قطاع البيئة

The Secretariat of the
Global Environmental Facility
1818 H Street,
NW Washington DC 20433

28 MAI 2009

CC:
UNDP Morocco Country Office

00 497

ENDORSEMENT LETTER

Dear Sir/Madam,

In my capacity of GEF Operational Focal Point of Morocco, I hereby endorse the project **“Mainstreaming Global Environmental Aspects in the planning and monitoring processes of the National Initiative for Human Development in Morocco”** to be presented to the Global Environmental Facility for funding through the United Nations Development Programme (UNDP) in Morocco.

The above mentioned project ensures full complementarity with the priorities of the Department of Environment, namely by mainstreaming global environmental management priorities as an integral part of local development and poverty reduction agenda that is on top of Morocco's development priorities, catalyzing existing resources and efforts to be channeled into an adequate institutional framework for development planning that will turn conducive to global environmental management.

We would like to confirm our commitment to provide in-kind co-financing to the above mentioned project. The total **in-kind co-financing** is calculated at **50,000 US\$** allocated to providing capacity building to decentralized structures and therefore contributing to the communal development planning process by guaranteeing the mainstreaming of global environment at the level of diagnosis, planning and implementation.

We look forward to our fruitful cooperation and significant results from the project.

Sincerely yours

Le Directeur du Partenariat, de la
Communication et de la Coopération

Mohamed BENYAHIA

Annex 11. PDF Implementation Report



PDF IMPLEMENTATION REPORT



GEFSEC PROJECT ID: 3707

UNDP PROJECT ID:

COUNTRY: Morocco

PROJECT TITLE: Mainstreaming GE concerns in Morocco's National Human Development Initiative through capacity development at local level

OTHER PROJECT EXECUTING AGENCY(IES): Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement (SSWE)

GEF FOCAL AREA: Multi-focal Area

GEF OPERATIONAL PROGRAM:

STARTING DATE: May 2006

ESTIMATED DATE OF OPERATIONAL CLOSURE: MAY2007

ESTIMATED DATE OF FINANCIAL CLOSURE: DECEMBER 2007

Focal Points

Organization	Name	Title	Date
UNDP	Myriem Ouchen Noussairi	Programme Officer Environment Unit	
Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement	Mohamed Ameer	Secretary General of the Ministry	

PART I - PROJECT ACHIEVEMENTS

A- SUMMARY OF ACTUAL ACHIEVEMENTS OF PREPARATORY PHASE (OUTPUTS AND OUTCOMES), AND EXPLANATION OF ANY DEVIATIONS FROM EXPECTED OUTCOMES

During the preparatory phase, the following outputs were achieved:

1. Participatory Diagnosis of Capacity Needs for the GE at local level and Stocktaking. A team of two consultants was recruited and fully briefed to conduct the preparatory diagnosis for project elaboration. An initial discussion was first conducted at the level of the UNDP-CO in order to ensure full integration of the project within UNDP's framework. An extensive consultative process was conducted on bilateral level between the consultants' team (with the support of the UNDP CO) and all Government and Non-Government Organizations to take stock of existing gaps and needs for responding to the project objectives. The participatory diagnosis was mainly conducted during the first mission of the consultants' team, which took place between 21-26 May 2006.
2. Feasibility study and cost estimations. The preparatory phase was based on a methodological and systematic capacity assessment analysis whereby the capacity assessment scorecard was used as a main tool for identification of capacity development needs. The scorecard was developed and administered at the level of several active NGOs in the field of local development to ensure consistency in the analysis of the data. The scorecard will also be used as an impact indicator for monitoring the outcomes of the project. Other rapid Appraisal Methods were also used in the feasibility assessment and cost estimation such as focus groups discussions and key informant interviews.
3. Implementation of consultation processes and public awareness about the objectives of the project. A continuation of the consultative process was undertaken between 11-16 June 2006 by the project consultants, with the support of the UNDP CO. A participatory consultative meeting was held on 13 June to review the findings of the preparatory phase and identify the project log frame in a way to respond to the identified problems and needs.
4. Preparation of the MSP document Organization of stakeholder consultation workshop. Between July and August 2006, the project consultants' team has elaborated the different components project document. The project document was further discussed by the UNDP-CO in October 2006 in order to ensure closer linkages with UNDP Programme and to reflect latest developments related to the project within the national context.
5. Coordination of PDFA implementation. PDFA coordination was mainly conducted by the UNDP-CO through its direct cooperation with the various national Government agencies which are involved in the NHDI. The NCSA project has also played a major role in facilitating and supporting project coordination.

Table 1: Completion status of Project Activities

Approved			Actuals			
Proposed Activities at Approval	GEF Financing	Co-financing	Completion status	GEF financing	Co-financing	Uncommitted GEF funds
Participatory Diagnosis of Capacity Needs for the GE at local level and Stocktaking	5,000		Completed	2,785.45		2,214.55
A feasibility study and cost estimations	3,000		Completed	1,922.20		1,077.80
Implementation of consultation processes and public awareness about the objectives of the project	3,000		Completed			3,000
Preparation of the MSP document	15,000		Completed	13,922.20		1,077.80
Organization of stakeholder consultation workshop	4,000		Completed	471.18		3,528.82
Coordination of PDFA implementation	10,000	5,000	Completed	10,000	5,000	

B – RECORD OF STAKEHOLDER INVOLVEMENT IN PROJECT PREPARATION

Meetings & bilateral discussions were held with various stakeholders during the PDF phase. A technical consultation workshop was also held in June 2006 to identify crucial weaknesses in that area of local capacity building and to propose solutions and recommendations.

Below is a list of stakeholders involved in project preparations:

- Ministries
 - Representatives from the Ministry of Interior
 - Representatives from the Ministry of Land Use Planning, Water and Environment
 - Representatives from the Ministry of Social Development, Family and Solidarity
 - Representatives from the Ministry of Agriculture, Rural Development and Fisheries
 - Representatives from the High Commissioner for Water, Forestry and Combating Desertification
- Public institutions
 - Agency for Social Development
 - Agency for the Promotion and Development of Southern Provinces
- NGOs
 - ENDA Maghreb (international)
 - TARGA Aide (Moroccan)
 - CISS (Italian)
 - AMSED (Moroccan)
 - RADEVE
- UNDP Projects
 - Energy and Climate Change Programme
 - NCSA (GEF UNDP)
 - GEF Small Grant Programme
 - Oasis Programme

- Programme for Combating Poverty and Desertification
- Gold-Morocco
- UNDP's Programme for Poverty Reduction

PART II - PDF FINANCIAL DELIVERY

Table 2 – PDF Input Budget – Approvals and commitments

Input Description*	Approved			Committed		
	Staff weeks	GEF funds	Co-finance	Staff weeks	GEF funds	Co-finance
Personnel	4	5 000.00	5 000	4		
Local consultants	13	16 000.00		13	12 785.45	
International consultants	4	12 000.00		4	10 000.00	
Travel		3 000.00			3 922.20	
Office equipment						
Misc		4 000.00			471.18	
Total	21	40 000.00		21	27 178.83	

Additional information as relevant:

- PDF delivery rate at the time of submission is equivalent to 67.9 %
- Translation of the prodoc from French (national working language) into English (GEF language) has caused a major delay in the finalization process of the project document (MSP) and reduced the quality of the English document.
- It is expected that a final consultation would be beneficial to address the GEFSEC comments and ensure national endorsement of the GEF approved prodoc.
- At the time of MSP proposal submission, there are US\$ 12,821 remaining in the project budget balance. This budget could be used to fund a final consultation mentioned above to address potential comments from the GEFSEC.
- MEMWE in-kind funding was not used during PDF-A phase because discussions were mainly held with the Ministry of Interior. UNDP-CO conducted the coordination and implementation process. The NHDI is a sensitive and highly strategic initiative led mainly by two ministries (MoI & MSDFS). It was wiser not to use at this stage the MEMWE as the leader of a project integrating global environmental aspects within the NHDI. The neutrality conveyed by the international and the national consultants under the UNDP label made it possible to further discussions with the NHDI-leading ministries.

TABLE 3 : ACTUAL PDF CO-FINANCING

Co-financing Sources for Project Development Preparation (PDF)				
Name of Co-financier (source)	Classification	Type	Amount	
			Expected (\$)	Actual (\$)
Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement (MEMWE)	Executing Agency	In kind	5 000	0
Total co-financing			5 000	0

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