

# TERMS OF REFERENCE

## GEF Country Portfolio Evaluation: Morocco (1997-2014)

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### 1. Background and Introduction

1. Country Portfolio Evaluations (CPEs) are one of the main evaluation streams of work of the GEF Independent Evaluation Office. By capturing aggregate portfolio results and performance of the GEF at the country level they provide useful information for both the GEF Council and the countries.

2. GEF eligible countries are chosen for CPEs based on a multi-step selection process<sup>1</sup> that ensures that all countries in the GEF could be selected. The set of criteria includes the size, diversity and maturity of their portfolio of projects, coverage of previous GEFIEO evaluations, and additional criteria, such as 'evaluability', synergy with other country evaluations, and with Council agenda subjects. Among several considerations, Morocco was selected as it has a comparatively large, diverse and mature portfolio (31 projects, 11 of which are completed), which has an emphasis on climate change (11 projects) and biodiversity (9 projects) and has significant co-financing amounts. Furthermore, Morocco includes a good number of ongoing projects (11 projects). This evaluation additionally presents an opportunity for conducting it jointly with national institutions.

3. Morocco, officially known as the Kingdom of Morocco, is situated in the Maghreb region of North Africa. Morocco is characterized by rugged mountainous interior and large portions of desert. It is one of only three countries (with Spain and France) to have both Atlantic and Mediterranean coastlines.

4. The country has a great range of elevation, from the highest point of Jebel Toubkal, which rises to 4,165 m, to the lowest point of Sebkhah Tah, 55 m below sea level. A large part of Morocco is mountainous. The Atlas Mountains, running from the south-west to the north-east, are mainly located in the centre and south of the country and form a backbone of the country. The Rif Mountains are located in the north, stretching from the north-west to the north-east over the region bordering the Mediterranean Sea. Most of the south-east portion of the country is sparsely populated as part of the Sahara Desert.

5. Along the coast of the Mediterranean Sea, the climate is warm, with dry summers and mild winters. Inland, the climate is more severe, getting hotter and more extreme closer to the Sahara Desert. Morocco's capital, Rabat, is on the Atlantic Ocean coast and has an average January low temperature of 8°C and an average July high temperature of 28°C. By contrast, the city of Marrakech, which is located farther inland, has a January average low of 6°C but higher average July high temperature of 37°C.

6. Average annual precipitation can reach more than 1,000 mm in the mountainous areas of the north but is less than 300 mm in the basins of the Moulouya, Tensift and Souss-Massa rivers, areas of the South Atlas Mountains and the Saharan zone. Typically there are two rain periods per year, one in the fall

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<sup>1</sup> GEF IEO (2010) Note on the Selection Process and Criteria for the GEF Country Portfolio Evaluations

and one in winter. The number of rainy days varies from about 30 in the south of the country to near 70 in the north<sup>2</sup>.

7. Morocco has a developing, relatively liberal economy. The country has been undergoing privatization of some economic sectors since 1993. Poverty is a main issue for Morocco; according to World Bank estimates, between 1999 and 2004, poverty declined from 19 percent to 15 percent of the population, but poverty remains a serious challenge, particularly in rural areas<sup>3</sup>. Analysts believe that economic growth has been hampered by the economy's over-reliance on agriculture and would benefit from greater diversification. Morocco's economy had an average growth rate of 5% over the past few years which has contributed to reducing poverty and boosting shared prosperity. While Morocco has made progress in reducing absolute poverty levels, vulnerability remains high particularly in rural areas. The agriculture and fisheries sectors, which account for about 20 percent of Morocco's GDP, suffer from resource management constraints, are needed to relieve pressures on natural assets, create jobs and contribute to revenue diversification<sup>4</sup>, and are regarded as volatile because of their vulnerability to inconsistent rainfall among other factors<sup>5</sup>.

8. While Morocco's store of natural resources is relatively modest, it is home to two-thirds of the world's reserves of phosphates, which are used to produce fertilizers. Because of its phosphate reserves, Morocco is the world's largest exporter of phosphate, which has long provided a source of export earnings and economic stability<sup>6</sup>. Morocco has the most extensive river system in North Africa. Its two most important rivers are the Moulouya, which flows into the Mediterranean Sea, and the Sebou, which flows into the Atlantic Ocean<sup>7</sup>.

9. High demographic growth and constant socio-economic development have put pressure on natural resources and caused environmental degradation. Morocco's main environmental problems are deterioration of water resources, waste management, marine pollution, nature conservancy and land degradation/desertification (soil erosion resulting from farming of marginal areas, overgrazing, and destruction of vegetation)<sup>8</sup>.

10. GEF intervention in Morocco started in 1997 with the National Biodiversity Strategy, and Action Plan and First National Report to the CBD. For the purposes of the CPE, Morocco portfolio has 31 national projects with over \$117 million of GEF finance and \$837 million of co-finance, 22 regional projects with \$131 million in GEF finance and \$472 million in co-finance, and 16 global projects with \$173 million in GEF finance and \$259 million in co-finance. Of the national projects, 8 are under implementation, 11 are completed, and 12 have been cleared or approved awaiting implementation start. The largest GEF focal areas are climate change and biodiversity with 11 and 9 projects respectively. These are followed by multi focal area projects (5 projects), persistent organic pollutants (5 projects) and international waters (1 project). The majority of the portfolio is composed of full size projects (FSP), with 17 FSPs, while 6 projects are medium size (MSP) and 8 are enabling activities (EA). The number of projects initiated across the

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<sup>2</sup> UNITED NATIONS (2014) **Morocco** - Environmental Performance Reviews, New York and Geneva, page: 1

<sup>3</sup> World Bank Country overview: <http://www.worldbank.org/en/country/morocco/overview#1>

<sup>4</sup> World Bank Country overview: <http://www.worldbank.org/en/country/morocco/overview#1>

<sup>5</sup> World Bank: <http://www.worldbank.org/en/news/press-release/2013/12/19/green-growth-morocco-environment-jobs>

<sup>6</sup> Forbes: [http://www.forbes.com/lists/2011/6/best-countries-11\\_Morocco\\_CHI075.html](http://www.forbes.com/lists/2011/6/best-countries-11_Morocco_CHI075.html)

<sup>7</sup> Library of Congress – Country Profile: Morocco, May 2006: <http://lcweb2.loc.gov/frd/cs/profiles/Morocco.pdf>

<sup>8</sup> CIA Factbook: <https://www.cia.gov/library/publications/the-world-factbook/geos/mo.html>

various GEF replenishment phases has steadily increased over the years. The GEF-1 phase had 3 projects, GEF-2 had 5, GEF-3 had 4, GEF-4 had 10, and GEF-5 had 9 projects.

11. The national portfolio in Morocco is implemented through seven different GEF Agencies: UNDP has the largest share of the Morocco portfolio with 14 projects amounting to \$23.76 million, followed by the World Bank with 6 projects (20%) amounting to \$70.42 million. UNEP has 5 projects with \$1.5 million, FAO had 2 projects with \$4.27 million, and AfDB, IFAD, and UNIDO have 1 project each with \$2.73 million, \$6.5 million, and \$2.4 million respectively. Additionally, 1 project is jointly implemented by IFAD and UNIDO with \$6 million. Co-financing and total project finance amounts for the national portfolio are outlined in Table 1 below.

12. Morocco is party to the Biodiversity, Climate Change, Climate Change-Kyoto Protocol, Desertification, Endangered Species, Hazardous Wastes, Law of the Sea, Marine Dumping, Ozone Layer Protection, Ship Pollution, Wetlands and Whaling conventions. In biodiversity, GEF support has focused on strengthening the protected area system and improving accessibility and use of biodiversity information. In climate change, the projects have focused on both improving energy efficiency and developing renewable energy. Under persistent organic pollutants (POPs), GEF intervention focused on PCB management and meeting obligations of conventions<sup>9</sup>.

**Table 1: GEF Support to National Projects by Focal Area and GEF Agency**

Focal Area	Agency	No. of Projects	GEF Financing (US\$)	Co-finance (US\$)	Total (US\$)
<b>Biodiversity</b>	UNDP	5	8,882,058	17,812,000	26,694,058
	UNEP	3	412,700	20,000	432,700
	World Bank	1	10,500,000	5,200,000	15,700,000
<b>Total</b>		<b>9</b>	<b>19,794,758</b>	<b>23,032,000</b>	<b>42,826,758</b>
<b>Climate Change</b>	AfDB	1	2,730,000	17,556,250	20,286,250
	IFAD	1	6,510,000	24,000,000	30,510,000
	UNDP	5	11,019,155	84,083,910	95,103,065
	UNEP	1	889,091	5,931,204	6,820,295
	World Bank	3	48,295,454	562,700,000	610,995,454
<b>Total</b>		<b>11</b>	<b>69,443,700</b>	<b>694,271,364</b>	<b>763,715,064</b>
<b>International Waters</b>	World Bank	1	5,180,000	20,000,000	25,180,000
<b>Total</b>		<b>1</b>	<b>5,180,000</b>	<b>20,000,000</b>	<b>25,180,000</b>
<b>Multi Focal Area</b>	FAO	1	771,918	7,850,000	8,621,918
	IFAD/UNIDO	1	5,998,422	19,089,096	25,087,518
	UNDP	2	1,165,345	2,162,800	3,328,145
	World Bank	1	6,440,000	35,540,000	41,980,000

<sup>9</sup> List of projects in Morocco are included in Annex C.

<b>Total</b>		<b>5</b>	<b>14,375,685</b>	<b>64,641,896</b>	<b>79,017,581</b>
<b>POPs</b>	FAO	1	3,500,000	25,730,000	29,230,000
	UNDP	2	2,694,800	5,233,200	7,928,000
	UNEP	1	200,913		200,913
	UNIDO	1	2,437,600	4,856,000	7,293,600
<b>Total</b>		<b>5</b>	<b>8,833,313</b>	<b>35,819,200</b>	<b>44,652,513</b>
<b>GRAND TOTAL</b>		<b>31</b>	<b>117,627,456</b>	<b>837,764,460</b>	<b>955,391,916</b>

Source: GEF PMIS data cross-checked with GEF Agencies' data

13. Within the national portfolio, 4 FSPs are completed, 4 are under implementation and 9 are in the pipeline (including Council, Agency and PPG approved). There is 1 MSP completed, 3 are under implementation and 2 are pending. Finally, there are 6 completed EAs, while one is under implementation and one is in the pipeline.

## 2. Objectives of the Evaluation

14. The purpose of the Morocco CPE is to provide the GEF Council with an assessment of results and performance of the GEF supported activities in the country, and of how the GEF supported activities link into the national strategies and priorities as well as within the global environmental mandate of the GEF. Based on this overall purpose, the Morocco CPE has the following specific objectives:

- Evaluate the **effectiveness, results and sustainability** of GEF support in Morocco, with attention to the sustainability of achievements at the project level and progress toward impact for global environmental benefits.<sup>10</sup>
- Evaluate the **relevance and efficiency** of GEF support in Morocco from several points of view: national environmental frameworks and decision-making processes, the GEF mandate of achieving of global environmental benefits, and GEF policies and procedures.<sup>11</sup>
- Provide **feedback and knowledge sharing** to: (1) the GEF Council in its decision making process to allocate resources and to develop policies and strategies, (2) Morocco on its collaboration and participation in the GEF, and (3) the different agencies and organizations involved in the preparation and implementation of GEF projects and activities.

15. The Morocco CPE will also be used to provide additional evaluative evidence to other evaluations conducted by the Office. The evaluation will address the performance of the GEF portfolio in Morocco in

<sup>10</sup> **Effectiveness:** the extent to which the GEF activity's objectives were achieved, or are expected to be achieved, taking into account their relative importance; **Results:** in GEF terms, results include direct project outputs, short- to medium-term outcomes, and progress toward longer term impact including global environmental benefits, replication effects, and other local effects; **Sustainability:** the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion; projects need to be environmentally as well as financially and socially sustainable.

*Extracted from the GEF M&E Policy, GEF IEO (2010)*

<sup>11</sup> **Relevance:** the extent to which the activity is suited to local and national environmental priorities and policies and to global environmental benefits to which the GEF is dedicated; **Efficiency:** the extent to which results have been delivered with the least costly resources possible.

*Ibid.*

terms of relevance, efficiency and effectiveness as well as the contributing factors to this performance. It will also analyze the performance of individual projects as part of the overall GEF portfolio, but without rating such projects. CPEs are conducted to bring to the attention of Council different experiences and lessons on how the GEF is implemented at the national level from a wide variety of countries. CPEs do not aim at evaluating the performance of GEF Agencies, national entities (agencies/departments, national governments or involved civil society organizations), or individual projects.

### 3. Key Evaluation Questions

16. GEF CPEs are guided by a set of key questions that should be answered based on the quantitative and qualitative analysis of the evaluative information and perceptions collected during the evaluation exercise. The Morocco CPE will be guided by the following key questions:

#### *Effectiveness, Results and Sustainability*

- a) Is GEF support to Morocco effective in producing results by focal area at the project as well as at the aggregate level (program and country portfolio)?
- b) Has GEF support led to progress toward impact through broader adoption mechanisms<sup>12</sup> over an extended period of time after completion?
- c) Is GEF support effective in producing results related to the knowledge generated and dissemination of lessons learned in GEF projects with partners in and outside Morocco?
- d) What specific approaches have been employed in GEF projects to ensure gender mainstreaming/consideration in the portfolio?
- e) Is GEF support effective to sustain knowledge generated and shared by GEF projects with partners in Morocco (national stakeholders and GEF agencies) and partners outside of the country?

#### *Relevance*

- a) Is GEF support relevant to the Moroccan environmental priorities and sustainable development needs and challenges?
- b) Is GEF support to Morocco relevant to the objectives linked to the different Global Environmental Benefits in the climate change, biodiversity, international waters, land degradation, and chemicals focal areas?
- c) Is GEF support relevant to the GEF focal area programs and strategies and GEF focal area action plans in Morocco?
- d) Are the GEF and its Agencies supporting environmental and sustainable development prioritization, country ownership and decision-making process in Morocco?
- e) Has GEF support developed capacity and opportunity for greater South-South cooperation between Morocco and other countries on issues of environmental management?

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<sup>12</sup> See paragraph 21 and 28.

*Efficiency*

- a) How much time, effort and financial resources (including co-financing) does it take to formulate and implement projects in Morocco, according to GEF support modality?
- b) What are the roles, types of engagement, coordination and synergies among different stakeholders in project implementation in Morocco?
- c) Are there synergies between: a) GEF Agencies in GEF programming and implementation; b) national institutions for GEF support; and c) GEF and other donors’ support in Morocco?
- d) What role does Monitoring and Evaluation (M&E) play in project adaptive management and overall efficiency in Morocco?

17. Each of these questions is complemented by indicators, potential sources of information and methods in an evaluation matrix, which are presented in Annex B.

**4. Scope and Limitations**

18. The Morocco CPE will cover all types of GEF supported activities in the country at all stages of the project cycle (pipeline, on-going and completed) and implemented by all active GEF Agencies in all active focal areas. It will also include applicable GEF corporate activities and a selection of regional and global programs that are of special relevance to the country. However, the main focus of the evaluation will be the projects implemented within the country boundaries (i.e. the national projects) be they full-size, medium-size or enabling activities. If there are regional and global projects of particular relevance to Morocco they will also be covered<sup>13</sup>.

19. The context in which these projects were developed, approved and are being implemented constitutes an important focus of the evaluation. This includes a historic assessment of the national sustainable development and environmental policies, strategies and priorities, legal environment in which these policies are implemented and enforced, GEF Agencies country strategies and programs and the GEF policies, principles, programs and strategies.

20. The status of the project will determine the expected CPE focus (see Table 2).

**Table 2:** Focus of evaluation according to project status

Project Status	Focus		On an exploratory basis	
	Relevance	Efficiency	Effectiveness	Results/Benefits
<b>Completed</b>	Full	Full	Full	Full
<b>On-going</b>	Full	Partially	Likelihood	Likelihood
<b>Pipeline</b>	Expected	Processes	Not applicable	Not applicable

<sup>13</sup> A regional/global project will be considered relevant if the project coordination unit is in the demonstration sites are in-country or there is a strong and clear connection to a national project.

21. The GEF does not establish country programs that specify expected achievements through programmatic objectives, indicators, and targets. However, since 2010 the GEF has started supporting countries in undertaking National Portfolio Formulation Exercises (NPFs) on a voluntary basis. These exercises serve as a priority setting tool for countries and as a guide for GEF Agencies as they assist recipient countries. These country programming efforts are rather recent, which limits their usefulness in evaluations such as CPEs, which examine the period since the start of GEF operations, i.e. sometimes 20 years back. This is why generally CPEs entail some degree of retrofitting of frameworks to be able to judge the relevance of the aggregated results of a diverse portfolio of projects. Accordingly, the CPE evaluation framework described here will be adapted along with the other relevant national and GEF Agencies' strategies, country programs and/or planning frameworks as a basis for assessing the aggregate results, efficiency and relevance of the GEF portfolio in Morocco.

22. GEF support is provided through partnerships with many institutions operating at many levels, from local to national and international level. Because no 'counter-factual' exists, it is challenging to consider GEF support separately from any control situation. Thus, the Morocco CPE will not attempt to provide a direct attribution of development results to the GEF, but address the contribution of the GEF support to the overall achievements, i.e. to establish a credible link between GEF supported activities and their implications. The evaluation will address how GEF support has contributed to overall achievements in partnership with others, through analysis of roles and coordination, synergies and complementarities and knowledge sharing.

23. The assessment of results will be focused, where possible, at the level of outcomes and impacts, and obviously include outputs as well. This assessment will focus at the aggregate level by focal area, with an historical perspective. Special attention will be paid to the identification of factors affecting the level of outcome achievements and progress towards impact achieved over time, as well as to the risks that may prevent further progress to long term impacts. Outcomes at the focal area level will be primarily assessed in relation to catalytic and replication effects, institutional strengthening and capacity building, and awareness.

24. Assessing the specific impacts – or progress towards impact – of GEF support is challenging. GEF support is typically designed to interact with initiatives of other agents such as governments, the private sector, civil society organizations and other donors. Even where the GEF has funded specific components within a project that may be distinguished from those funded by other partners, these have been funded on a premise that they will be able to draw on the synergies with components funded by the other partners, and vice versa. Contextual factors add to those complexities. In fact, the GEF faces diverse situations when assessing impact. Challenges for assessing impact are different when supporting a discrete activity such as the introduction of a technology in a specific context from a situation in which GEF supports broader processes that take place at the national, regional or global level, where a number of contextual factors and actors have a role. Interventions also differ in terms of the time horizons within which impacts can be observed and measured. In recent years, the Office has developed a general Theory of Change (TOC) applicable to the various modalities and scales of GEF support, and devised a corresponding progress towards impact analysis framework – based on the concept of Broader Adoption – to help dealing with the complexities described when assessing progress towards impact of GEF support<sup>14</sup>. Progress toward impact of a sample of completed projects in Morocco will be assessed through case studies which use the described progress towards impact analysis framework (see paragraph 28).

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<sup>14</sup> GEF IEO (2013) OPS5 Technical Document #2: Impact of the GEF



Expected impacts at the focal area level will be assessed in the context of GEF objectives and indicators of global environmental benefits.

25. The inclusion of regional and global projects increases the complexity of this type of evaluations since these projects are developed and approved within different contexts (i.e. regional or global policies and strategies) than national projects. However, some regional and global projects in which Morocco participates will be included based on criteria such as the relevance of the regional project for the country, the implementation unit being located in the country, the existence of project demonstration sites in the country, among others.

## 5. Methodology

26. The Morocco CPE will be conducted by staff of the Independent Evaluation Office and consultants from Evalua Development. The team includes technical expertise on the national environmental and sustainable development strategies, evaluation methodologies, and the GEF.

27. Evalua Development staff qualify under the Office's Ethical Guidelines, and has signed a declaration of interest to indicate the absence of any recent (last 3-5 years) relationship with GEF support in the country. The Operational Focal Point (OFP) in the country will act as resource person in facilitating the evaluation process by identifying interviewees and source documents, organizing interviews, meetings and field visits, and the initial and final consultation workshops.

28. The evaluation team will foster comprehensive stakeholder engagement and communication all along the evaluation, with the following objectives: (a) to ensure the evaluation process is transparent and participatory while at the same time independent; (2) to gather additional information and data that can be triangulated with more traditional data sources; and (3) to promote the utility of the evaluation once completed, by facilitating learning and dissemination of evaluation findings, conclusions and recommendations.

29. These objectives will be achieved through a number of means including in-country stakeholder consultation workshops at the start and completion of the evaluation, webinars and an online stakeholder consultation platform moderated by the evaluation team. The platform and webinars will be used to discuss key evaluation questions, share information on the evaluation process and fieldwork, and conduct due diligence on the draft evaluation products.

30. The methodology includes a series of components using a combination of qualitative and quantitative evaluation methods and tools. The expected sources of information include:

- 1) *Project level*: project documents, project implementation reports, terminal evaluations, terminal evaluation reviews, reports from monitoring visits, and any other technical documents produced by projects;
- 2) *Country level*: national sustainable development agendas, environmental priorities and strategies, GEF focal area strategies and action plans, global and national environmental indicators;
- 3) *GEF Agency level*: country assistance strategies and frameworks and their evaluations and reviews;



- 4) *Other evaluations*: evaluative evidence at country level from other evaluations previously conducted either by the Office, by the evaluation offices of GEF Agencies, or by other national or international evaluation departments;
- 5) *Stakeholder interviews (individual and focus groups)*: with GEF stakeholders, including the GEF OFP and all other relevant government departments, bilateral and multilateral donors, civil society organizations and academia (including both local and international NGOs with a presence in the country), GEF Agencies and the national UN convention focal points; GEF beneficiaries and supported institutions, municipal governments and associations, and local communities and authorities;
- 6) *Field visits*: to selected project sites, using methods and tools developed by the Office, such as the Progress towards Impact case studies guideline;
- 7) *Country ownership assessment*: based on an IEO designed analysis framework to assess degree of country drive-ness and ownership of the GEF portfolio;
- 8) *Online stakeholder consultation platform*: in the form of an email group, an online platform was launched during the stakeholder workshop held in Rabat during the scoping mission, to facilitate stakeholder consultation and engagement, gather information and data, and stimulate learning and knowledge sharing during the entire evaluation process. A webinar on evaluation scoping was held soon after for gather further feedback on the key evaluation questions. More webinars are foreseen throughout the process.
- 9) *National stakeholder consultation workshops*: at the start and completion of the evaluation, to gather feedback and comments, any eventual data gaps and/or errors of interpretation.

31. The quantitative analysis will use indicators to assess the relevance and efficiency of GEF support (i.e., linkages between GEF support and national priorities, time and cost of preparing and implementing projects, etc.) and to measure GEF results (i.e., progress towards achieving global environmental impacts) as well as performance (aggregating implementation and completion ratings available from terminal evaluations and terminal evaluation reviews). Available statistics and scientific sources, especially for national environmental indicators, will also be used where appropriate.

32. The Evaluation Team will use the standard tools and protocols for CPEs and adapt these to the national context. These tools include a project review protocol (PRP) to conduct the desk and field reviews of GEF projects, an outline for the Country Environmental Legal Framework (CELFL) analysis and the Global Environmental Benefits Assessment (GEBA), and interview guides to conduct interviews with different stakeholders. Country ownership and driven-ness will be analyzed using an analysis framework being developed based on the one used for a similar analysis in OPS5<sup>15</sup>. Progress to impact will be analyzed by designing and conducting a series of case studies on a selection of completed projects through a focal area and/or cluster approach. The tool will be the TOC for broader adoption mechanisms for progress to impact developed by the Office for OPS5<sup>16</sup> adapted to suit country portfolio analysis.

33. The Morocco CPE will include visits to project sites for field observation of results achieved. The criteria for selecting the sites will be finalized at the start of the evaluation phase, with emphasis placed on both ongoing and completed projects. The Evaluation Team will decide on specific sites to visit based

<sup>15</sup> GEF IEO (2013) OPS5 Technical Document #6: Meta-Evaluation on Country Ownership and Driven-ness

<sup>16</sup> Ibid.

on the initial review of documentation and balancing needs of representation as well as cost-effectiveness of conducting the field visits.

34. Quality assurance will be performed on the final report by a Peer Review Panel (PRP) composed of independent national experts. The expertise provided covers the relevant scientific and technical aspects of the peer review function related to the GEF focal areas.

## 6. Process and Outputs

35. These country-specific Terms of Reference (TOR) have been prepared based on two visits to Morocco conducted by the Office in February and September 2014. The first mission was conducted with the purpose of exploring existing opportunities for and interest in engaging with the available national institutional and individual expertise, both for providing quality assurance and for conducting country-based evaluation data gathering and analysis. Evaluation scoping was conducted during the second mission to Rabat, which helped identifying key issues to be included in the evaluation, as well as the setup and composition of the panel providing quality assurance support to the evaluation. The scoping mission was also an opportunity to officially launch the evaluation and formally introduce the HSE team to GEF national stakeholders. These TOR conclude the evaluation preparatory phase, and set the scene for the evaluation phase, during which the Evaluation Team will collect data and information, review literature and other information sources to extract existing reliable evaluative evidence. This evaluation phase will include the following steps:

- Preparation of specific inputs to the evaluation, including:
  - a. *GEF Portfolio Database*, which describes all GEF support activities within the country, basic information (by GEF Agency and focal area), their implementation status, project cycle information, GEF financing and co-financing, major objectives and expected (or actual) results, key partners per project, etc.
  - b. *Country Environmental Legal Framework (CELF)*<sup>17</sup>, which provides an historical perspective of the context in which the GEF projects have been developed and implemented in Morocco. This document will be based on information on national environmental legislation, environmental policies of the government administration (plans, strategies and similar), and the international agreements signed by Morocco presented and analyzed through time so to be able to connect with particular modalities of GEF support.
  - c. *Global Environmental Benefits Assessment (GEBA)*<sup>18</sup>, which provides an assessment of the country's contribution to the GEF mandate and its focal areas based on appropriate indicators, such as those used in the System for the Transparent Allocation of Resources (STAR) (biodiversity, climate change and land degradation) and others used in projects documents.
  - d. *Progress towards Impact Case Studies*, selected in consultation with the Office's staff and conducted to assess progress of a selection of completed projects towards achieving environmental impact. Case studies will report on selected projects and/or clusters of project in a specific GEF focal area in a national geographic region.

<sup>17</sup> GEF IEO (2012) Note: CPE Country Environmental Legal Frameworks

<sup>18</sup> GEF IEO (2010) Global Environmental Benefits Assessment – Outline

- e. *Project Review Protocols (PRPs)*<sup>19</sup>, which are a project evaluation templates that contain in a concise yet comprehensive form, all the necessary evaluative information needed for conducting an aggregate analysis of the effectiveness and results, the relevance and the efficiency of the portfolio.
- *Triangulation*<sup>20</sup> of collected information and evidence from various sources, tools and methods. The procedure elaborated by the Office in its CPEs applies a systematic triangulation approach that cross-checks the entirety of the empirical evaluative evidence and data collected against the set of key evaluation questions. This procedure will be conducted during a data consolidation mission to Morocco by the Office's Task Manager working with the HSE team. The aim will be to consolidate the evidence gathered thus far, identify missing information and analysis gaps and arrive at key preliminary findings.
  - *Aide Mémoire*, which will summarize the preliminary findings and will be distributed to stakeholders one week prior to the final consultation workshop. During this mission, additional analysis, meetings, document reviews and/or fieldwork might be undertaken as needed.
  - *Stakeholder Consultation Workshop*, conducted with the Government and other national stakeholders, including project staff, donors and GEF Agencies, to present and gather stakeholders' feedback on the key preliminary findings, contained in the Aid-Mémoire and circulated prior to the workshop. The workshop will be an opportunity to identify and correct eventual errors of facts or analysis in case these are supported by adequate additional evidence brought to the attention of the Evaluation Team. The workshop will also be used to identify potential areas for recommendations and/or conclusions and to verify their validity and feasibility for inclusion.
  - *Draft Morocco CPE Report*, which incorporates feedback obtained at the final stakeholder consultation workshop, and is subsequently circulated to stakeholders. Before circulation the draft report is peer reviewed.
  - *Final Morocco CPE Report*, incorporating the comments received to the draft. The GEF Independent Evaluation Office will bear full responsibility for the content of the Report. The Focal Points consult with the Government and assist in preparing a response.

36. The final CPE report will be published on the GEF Independent Evaluation Office website and will be distributed to the GEF Council Members, GEF Secretariat, the GEF Operational Focal Point in Morocco, focal points of the environmental conventions in Morocco, the different agencies and organizations involved in the preparation and implementation of GEF projects and activities in Morocco. Learning products from this evaluation will also be identified and developed for specific and targeted audiences.

## 7. Evaluation Key Milestones

37. The Evaluation will be conducted between July 2014 and August 2015. The key milestones of the Evaluation are presented below:

<sup>19</sup> GEF IEO (2012) Guidelines on Project Review Protocols

<sup>20</sup> GEF IEO (2010) Methodological Note on Triangulation Analysis in Country Portfolio Evaluations

Preparation	Status
Initial Communication	Jan. 2014 (completed)
Preparatory work and preliminary data gathering	Jan. 2014 - June 2014 (completed)
Pre-evaluation Mission	April 2014 (completed)
Contracting of Consultants (Evalua Development)	July 2014 (completed)
Scoping Mission and launch of the online platform	Sept. 2014 (completed)
Evaluation Work Plan	Nov. 2014 (completed)
Evaluation Matrix	December 2014 (completed)
Morocco-specific CPE Terms of Reference finalized and circulated	December 2014 (on going)
Evaluation phase: literature review, data gathering	Nov. 2014 – Feb. 2015 (on going)
Country Environmental Legal Framework (CELF)	Nov. 2014 – Feb.2015 (on going)
Global Environmental Benefits Assessment (GEBA)	Dec. 2014 – Feb. 2015 (on going)
Interviews, GEF portfolio database, project review protocols	Nov. 2014 – March 2015
Progress towards Impact Case Studies	Dec 2014 – March 2015 (on going)
Consolidation: triangulation, additional analysis, gap-filling	March 2015
Preparation of an Aide Mémoire (report on preliminary findings)	April 2015 – May 2015
Stakeholder Consultation Workshop: Aide Mémoire presented	May 2015
Draft CPE Report completed and circulated for comments	May 2015 – June 2015
Final CPE Report circulated for Management Response	June 2015 – Aug. 2015
Final CPE Report presented at GEF Council meeting	Oct. 2015
Knowledge products development and dissemination	Aug. – Oct. 2015

## **Annex A: CPE REPORT TABLE OF CONTENTS**

The CPE report will be a concise, stand-alone document organized around the following outline:

### **CHAPTER 1: Executive Summary**

### **CHAPTER 2: Evaluation Framework**

1. Background
2. Objectives and Scope
3. Methodology
4. Limitations

### **CHAPTER 3: Context**

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3. Environmental Resources in GEF Focal Areas
4. The Country Environmental Legal, Policy and Institutional Framework

### **CHAPTER 4: The GEF Portfolio in Morocco**

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2. Projects in the GEF Portfolio
3. Regional and Global Programs
4. Evolution of GEF Support
5. Roles and Responsibilities of Different Actors
6. The GEF Focal Point Mechanism

### **CHAPTER 5: Results, Effectiveness and Sustainability**

1. Results by Focal Area
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3. Institutional Sustainability and Capacity Development
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2. Relevance to National Action Plans within GEF Focal Areas
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## **CHAPTER 7: Efficiency**

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2. Coordination and Synergies
3. Monitoring and Evaluation

## **Chapter 8: Main Conclusions and Recommendations**

1. Conclusions
  - a. Results, Effectiveness and Sustainability
  - b. Relevance
  - c. Efficiency
2. Recommendations

## **ANNEXES**

- A. Country Response
- B. Quality Assurance Statement
- C. Country-Specific Terms of Reference
- D. Evaluation Matrix
- E. Interviewees
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## **TECHNICAL DOCUMENTS**

38. Country Environmental Legal Framework
39. Global Environmental Benefits Assessment
40. Progress toward Impact – Case Studies

**Annex B: EVALUATION MATRIX**

Key question	Indicators/ Basic data	Sources of information	Methodology
<b>Effectiveness, Results and Sustainability</b>			
<b>a) Is GEF support to Morocco effective in producing results by focal area at the project as well as at the aggregate level (program and country portfolio)?</b>	Project level outcomes and impacts	<ul style="list-style-type: none"> <li>- Project staffs and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> <li>- Online consultation platform</li> <li>- Remote sensing data (if applicable), especially in case of missing/ uncertain baseline data for projects</li> </ul>
		<ul style="list-style-type: none"> <li>- Case studies (desk and field-based)</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards Impact methodology</li> <li>- Stakeholder engagement analysis, barriers/opportunities, legal framework analysis, etc.</li> </ul>
	Aggregate level outcomes and impacts	<ul style="list-style-type: none"> <li>- Project staffs and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Field visits</li> <li>- Focus groups and individual interviews</li> </ul>
		<ul style="list-style-type: none"> <li>- Case studies (desk and field-based)</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards Impact methodology</li> <li>- Stakeholder engagement analysis, barriers/opportunities, legal framework analysis, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>- Country, regional, global, thematic evaluations</li> <li>- Project implementation reports (PIRs)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- GEF portfolio aggregate analysis</li> </ul>



Key question	Indicators/ Basic data	Sources of information	Methodology
		<ul style="list-style-type: none"> <li>- Terminal evaluations (TEs)</li> <li>- TE reviews (TERs)</li> </ul>	
	Existing ratings for project outcomes (i.e., self-ratings and independent ratings)	<ul style="list-style-type: none"> <li>- Project implementation reports (PIRs)</li> <li>- Terminal evaluations (TEs)</li> <li>- TE reviews (TERs)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Project review protocols</li> <li>- Meta-analysis of evaluation reports</li> </ul>
	Changes in global benefit indexes and other global environmental indicators	<ul style="list-style-type: none"> <li>- Evaluative evidence from projects and donors,</li> <li>- Global Environmental Benefits Assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Literature review</li> <li>- Meta-analysis of evaluation reports</li> </ul>
	Evidence/examples of broader adoption (sustaining, replication, scaling-up, mainstreaming and market change mechanisms in place)	<ul style="list-style-type: none"> <li>- Terminal evaluations</li> <li>- Data from overall projects and other donors</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
		<ul style="list-style-type: none"> <li>- Case studies</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards Impact methodology</li> <li>- Stakeholder engagement analysis, barriers/opportunities, legal framework analysis, etc.</li> </ul>
		<ul style="list-style-type: none"> <li>- Project staffs and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> <li>- Online consultation platform</li> </ul>
		<ul style="list-style-type: none"> <li>- Data from overall projects and other donors</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
<ul style="list-style-type: none"> <li>- Case studies</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards Impact methodology</li> </ul>		
<ul style="list-style-type: none"> <li>- Project staff and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> </ul>		

Key question	Indicators/ Basic data	Sources of information	Methodology
<b>b) Has GEF support led to progress towards impact through broader adoption mechanisms over an extended period of time after completion?</b>	Degree of stakeholder ownership	<ul style="list-style-type: none"> <li>- Country ownership assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> </ul>
	Availability of financial and economic resources	<ul style="list-style-type: none"> <li>- Project reviews (PIRs, MTEs, TEs, TERs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
	Examples of individual and Institutional capacity developed	<ul style="list-style-type: none"> <li>- NGO staff</li> <li>- Project staff and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> </ul>
	Project ratings of risks to environmental sustainability	<ul style="list-style-type: none"> <li>- National and local government representatives</li> <li>- Case studies</li> </ul>	<ul style="list-style-type: none"> <li>- Project review protocols</li> <li>- GEF portfolio analysis</li> <li>- Progress towards Impact methodology</li> </ul>
	Status of environmental legal and institutional framework in the country	<ul style="list-style-type: none"> <li>- Country Environmental Legal Framework</li> </ul>	<ul style="list-style-type: none"> <li>- Literature review</li> <li>- Timelines</li> <li>- Historical causality analysis</li> </ul>
	Evidence/examples of broader adoption (sustaining, replication, scaling-up, mainstreaming and market change mechanisms in place)	<ul style="list-style-type: none"> <li>- Terminal evaluations</li> <li>- Data from donor projects</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
		<ul style="list-style-type: none"> <li>- Case studies</li> </ul>	<ul style="list-style-type: none"> <li>- Progress towards Impact methodology</li> </ul>
		<ul style="list-style-type: none"> <li>- Project staffs and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> <li>- Online consultation platform</li> </ul>
	Project sustainability ratings	<ul style="list-style-type: none"> <li>- Project reviews (PIRs, MTEs, TEs, TERs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
Specific results (outcomes and impact) of GEF support to activities in Morocco.	<ul style="list-style-type: none"> <li>- Project reviews (PIRs, MTEs, TEs, TERs, etc.)</li> <li>- Biodiversity databases, evaluations, populations</li> <li>- Local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interview field visits</li> <li>- Progress towards impact methodology</li> </ul>	

Key question	Indicators/ Basic data	Sources of information	Methodology
		<ul style="list-style-type: none"> <li>- Local beneficiaries</li> <li>- Case studies</li> </ul>	
<b>c) Is GEF support effective in producing results related to the dissemination of lessons learned in GEF projects and with partners in Morocco?</b>	Project M&E Ratings	<ul style="list-style-type: none"> <li>- PIRs, MTEs, TEs, TERs</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
	Number and quality of knowledge products produced for dissemination	<ul style="list-style-type: none"> <li>- Project-related reviews (PIRs, TEs, TERs, etc.)</li> <li>- Case studies</li> <li>- Project staffs and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Progress towards Impact methodology</li> </ul>
	Number of lessons incorporated into new GEF and other initiatives	<ul style="list-style-type: none"> <li>- National and local government representatives</li> <li>- National and international information/data repositories</li> </ul>	<ul style="list-style-type: none"> <li>- GEF portfolio and pipeline analysis</li> </ul>
	Evidence of mechanisms and channels for lesson sharing	<ul style="list-style-type: none"> <li>- NGO staff</li> <li>- Project staff and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> <li>- Online consultation platform</li> </ul>
<b>d) What specific approaches have been employed in GEF projects to ensure gender mainstreaming/consideration in the portfolio?</b>	Evidence/examples of approaches ensuring gender mainstreaming	<ul style="list-style-type: none"> <li>- PIRs, MTEs, TEs, TERs</li> <li>- Project-related reviews (PIRs, TEs, TERs, etc.)</li> <li>- Case studies</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Literature review &amp; meta-analysis of evaluation reports</li> <li>- Interviews</li> </ul>
<b>e) Is GEF support effective to sustain knowledge generated and shared by GEF projects with partners in Morocco (national stakeholders and</b>	Project M&E Ratings	<ul style="list-style-type: none"> <li>- PIRs, MTEs, TEs, TERs</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
	Number and quality of knowledge products produced for dissemination	<ul style="list-style-type: none"> <li>- Project-related reviews (PIRs, TEs, TERs, etc.)</li> <li>- Case studies</li> <li>- Project staffs and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Progress towards Impact methodology</li> <li>- GEF portfolio and pipeline analysis</li> </ul>

Key question	Indicators/ Basic data	Sources of information	Methodology
<p><b>GEF agencies) and partners outside of the country?</b></p> <p>Sub-set of questions:</p> <ol style="list-style-type: none"> <li>1. What are KM products/approaches and technologies supported by GEF projects and programs?</li> <li>2. How GEF-supported KM activities improved KM capacity of Moroccan partners?</li> <li>3. Is there evidence that GEF project support for knowledge generation and sharing led to progress toward impact through broader adoption mechanisms over an extended period of time after project completion?</li> </ol>	<p>Number of lessons incorporated into new GEF and other initiatives</p> <p>Evidence of institutional capacity for knowledge generation and sharing</p> <p>Evidence/examples for KM products and practices contributing to broader adoption (sustaining, replication, scaling-up, mainstreaming and market change mechanisms)</p> <p>Evidence of mechanisms and channels for knowledge generation and sharing</p>	<ul style="list-style-type: none"> <li>- National and local government representatives</li> <li>- National and international information/data repositories</li> <li>- TEs</li> <li>- Data from external to GEF projects</li> <li>- <b>Case studies</b></li> <li>- Project staffs and beneficiaries</li> <li>- National and local government representatives</li> <li>- National and international information/data repositories</li> <li>- NGO staff</li> <li>- Project staff and beneficiaries</li> <li>- National and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Progress towards Impact methodology</li> <li>- Focus groups and individual interviews</li> <li>- Online consultation platform</li> <li>- Focus groups and individual interviews</li> <li>- Online consultation platform</li> </ul>
<b>Relevance</b>			
<p><b>a) Is GEF support relevant to the Moroccan environmental</b></p>	<p>Degree of alignment of GEF support and results to</p>	<ul style="list-style-type: none"> <li>- National sustainable development and environmental policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>

Key question	Indicators/ Basic data	Sources of information	Methodology
<p><b>priorities and sustainable development needs and challenges?</b></p>	<p>sustainable development agenda and environmental priorities</p>	<ul style="list-style-type: none"> <li>- Project-related documentation (ProDocs, MTE, TE, TER, etc.)</li> <li>- GEF PMIS</li> <li>- Agency project databases</li> </ul>	<ul style="list-style-type: none"> <li>- Literature review &amp; meta-analysis of evaluation reports</li> <li>- Online consultation platform</li> <li>- GEF portfolio analysis (by focal area, agency, modality and project status)</li> </ul>
	<p>Level of GEF funding compared to other national and/or international funding for the environmental sector in Morocco</p>	<ul style="list-style-type: none"> <li>- International databases (e.g. WB, OECD)</li> <li>- National databases (Dept. of Statistics etc.)</li> <li>- GEF project documents, TEs, and TERs</li> <li>- GEF portfolio</li> </ul>	
	<p>Overall degree of country ownership</p>	<ul style="list-style-type: none"> <li>- Government representatives</li> <li>- Agency staff</li> <li>- Donor and civil society representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and individual interviews</li> </ul>
	<p>Evidence of involvement of stakeholders in project , formulation and implementation</p>	<ul style="list-style-type: none"> <li>- Country Environmental Legal Framework</li> </ul>	<ul style="list-style-type: none"> <li>- Literature review &amp; meta-analysis evaluation reports</li> <li>- Timelines and historical causality analysis</li> </ul>
	<p>Evidence of GEF supporting development needs (i.e., income generating, capacity building) and reducing challenges</p>	<ul style="list-style-type: none"> <li>- Country ownership assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> </ul>
	<p>Evidence of GEF supporting development needs (i.e., income generating, capacity building) and reducing challenges</p>	<ul style="list-style-type: none"> <li>- National sustainable development and environmental policies, strategies and action plans</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- GEF portfolio analysis by focal area, agency, modality and project status (national)</li> </ul>
<p>Degree of alignment of the GEF modalities, projects and</p>	<ul style="list-style-type: none"> <li>- Project-related documentation (ProDocs, MTE, TE, TER, etc.)</li> <li>- GEF PMIS</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>	

Key question	Indicators/ Basic data	Sources of information	Methodology
	instruments with country's needs and challenges	<ul style="list-style-type: none"> <li>- Agency project databases</li> <li>- Government representatives</li> <li>- Agency staff</li> <li>- Donor and civil society representatives</li> <li>- Country Environmental Legal Framework</li> </ul>	<ul style="list-style-type: none"> <li>- GEF portfolio analysis by focal area, agency, modality and project status (national)</li> <li>- Stakeholder consultation</li> <li>- Focus groups and individual interviews</li> <li>- Literature review &amp; meta-analysis evaluation reports</li> <li>- Timelines and historical causality analysis</li> </ul>
<b>b) Is GEF support to Morocco relevant to the objectives linked to the different Global Environmental Benefits in the climate change, biodiversity, international waters, land degradation, and chemicals focal areas?</b>	Degree of alignment of GEF support and results with global environmental indicators for in GEF focal areas	<ul style="list-style-type: none"> <li>- National Conventions action plans</li> <li>- RAF and STAR Global Benefit Index (for biodiversity and climate change)</li> <li>- Global environmental indicators (LD, IW, ODS, etc.)</li> <li>- Country Environmental Legal Framework</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Project field visits</li> <li>- Project review protocols</li> <li>- Literature review &amp; meta-analysis evaluation reports</li> <li>- Timelines and historical causality</li> </ul>
	Degree of alignment of GEF support and results with focal area objectives	<ul style="list-style-type: none"> <li>- GEF Phases' Focal Area Strategies</li> <li>- GEF website</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
	Degree of alignment of GEF support and results with national targets and	<ul style="list-style-type: none"> <li>- Convention documents and websites</li> <li>- National reports and communications to conventions</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>

Key question	Indicators/ Basic data	Sources of information	Methodology
	commitments under conventions and multilateral environmental agreements (MEAs)	<ul style="list-style-type: none"> <li>- Project-related documentation (project document, PIRs, TEs, TERs, etc.)</li> <li>- GEF PMIS</li> <li>- Agency project databases</li> </ul>	<ul style="list-style-type: none"> <li>- GEF portfolio analysis (by focal area, agency, modality and project status)</li> </ul>
<p><b>c) Is GEF support relevant to the GEF focal area programs and strategies and GEF focal area action plans in Morocco?</b></p>	<p>Degree of alignment of GEF support with National Environmental Action Plan (NEAP) National reports to Rio Conventions National Biodiversity Strategy and Action Plan (NBSAP); POPs National Implementation Plan (NIP); National Capacity Self-Assessment (NCSA); etc.</p>	<ul style="list-style-type: none"> <li>- GEF Enabling Activity reports and products (e.g. NCSA, NEAP, NAPA, National reports to UN Conventions, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Online consultation platform</li> </ul>
		<ul style="list-style-type: none"> <li>- Government officials</li> <li>- Agency staff</li> <li>- Donor and civil society representatives</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder consultation (focus groups, individual interviews)</li> </ul>
<p><b>d) Are the GEF and its agencies supporting environmental and sustainable development prioritization, country ownership and decision-making process in Morocco?</b></p>	<p>Examples of new decision making mechanisms and resulting decisions</p> <p>Changes in degree of country ownership over time</p> <p>Examples of movement of national/local efforts towards</p>	<ul style="list-style-type: none"> <li>- GEF Instrument</li> <li>- Council decisions</li> <li>- Focal area strategies</li> <li>- GEF-4 and GEF-5 programming strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- GEF portfolio analysis (by focal area, agency, modality and project status)</li> </ul>
		<ul style="list-style-type: none"> <li>- Project-related documentation (ProDocs, PIRs, TEs, TERs, etc.)</li> <li>- GEF PMIS</li> <li>- Agency project databases</li> </ul>	



Key question	Indicators/ Basic data	Sources of information	Methodology
	sustainable development activities	<ul style="list-style-type: none"> <li>- GEF Secretariat staff</li> <li>- Agency technical staff</li> <li>- Global Environmental Benefits Assessment</li> <li>- Country Environmental Legal Framework</li> <li>- Country ownership assessment</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews</li> <li>- Literature review &amp; meta-analysis evaluation reports</li> <li>- Literature review &amp; meta-analysis evaluation reports</li> <li>- Timelines and historical causality analysis</li> <li>- Desk review</li> <li>- Interviews</li> </ul>
<p><b>e) Has GEF support developed capacity and opportunity for greater South-South cooperation between Morocco and other countries on issues of environmental management?</b></p>	<p>Evidence/examples of South/South shared experience between Morocco and other countries according to environmental management issues</p>	<ul style="list-style-type: none"> <li>- Case studies</li> <li>- Country, regional, global, thematic evaluations</li> <li>- Convention documents and websites</li> <li>- National reports and communications to conventions</li> <li>- National and international information/data repositories</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Literature review &amp; meta-analysis of evaluation reports</li> <li>- Interviews</li> </ul>
<p><b>Efficiency</b></p>			

Key question	Indicators/ Basic data	Sources of information	Methodology
<p><b>a) How much time, effort and financial resources (including co-financing) does it take to formulate and implement projects in Morocco, according to GEF support modality?</b></p>	<p>Process indicators: (project cycle steps), preparation and implementation cost by type of modalities, etc.</p>	<ul style="list-style-type: none"> <li>- Project-related documentation (ProDocs, PIRs, MTEs, TEs, TERs, etc.)</li> <li>- GEF PMIS</li> <li>- Agency project databases</li> <li>- RAF pipeline</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- GEF portfolio analysis</li> <li>- Timelines</li> </ul>
	<p>Number of dropped, cancelled and rejected projects</p>	<ul style="list-style-type: none"> <li>- GEFSEC staff, Agency staff, government officials</li> <li>- GEF PMIS</li> <li>- GEF portfolio</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews and field visits</li> <li>- Project review protocols</li> </ul>
	<p>GEF financing vs. co-financing</p>	<ul style="list-style-type: none"> <li>- Government, donors, NGOs, beneficiaries</li> <li>- PMIS and project documents</li> </ul>	
<p><b>b) What are the roles, types of engagement and coordination among different stakeholders in project implementation in Morocco?</b></p>	<p>Level of participation from various stakeholder groups in GEF-related fora and/or coordination meetings, as recorded in the meeting minutes</p>	<ul style="list-style-type: none"> <li>- Project-related reviews (PIRs, TEs, TERs, etc.)</li> <li>- Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Meta-analysis of evaluation reports</li> </ul>
	<p>Definition of the roles and responsibilities of GEF national actors</p>	<ul style="list-style-type: none"> <li>- Project staff</li> <li>- Government representatives</li> <li>- GEFSEC staff</li> <li>- GEF Agency technical staff</li> </ul>	<ul style="list-style-type: none"> <li>- Focus groups and interviews</li> <li>- Field visits</li> <li>- Institutional analysis</li> <li>- Online consultation platform</li> </ul>
	<p>Types and quality of coordination between GEF projects and with other donors</p>		
	<p>Existence of a national coordination mechanism for GEF support</p>		

Key question	Indicators/ Basic data	Sources of information	Methodology
<p><b>c) Are there synergies between: i) GEF Agencies in GEF programming and implementation; ii) national institutions for GEF support; and iii) GEF and other donor support in Morocco?</b></p>	Evidence of interaction and cooperation between actors	<ul style="list-style-type: none"> <li>- Project-related reviews (PIRs, TEs, TERs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review and meta-analysis of evaluation reports</li> <li>- Interviews and field visits</li> <li>- Online consultation platform</li> </ul>
	Evidence of effective communication and technical support between GEF project agencies and organizations	<ul style="list-style-type: none"> <li>- GEF Agency staff</li> <li>- National executing agencies</li> <li>- Project staff</li> <li>- National and local government officials</li> <li>- NGO staff and donor representatives</li> </ul>	
	Examples of complementarity of GEF support	<ul style="list-style-type: none"> <li>- Evaluations of other donor projects</li> </ul>	
<p><b>d) What role does Monitoring and Evaluation (M&amp;E) play in project adaptive management and overall efficiency in Morocco?</b></p>	Evidence of use of M&E information to improve project management and performance	<ul style="list-style-type: none"> <li>- Project-related documentation (especially PIRs, MTEs, TEs, TERs)</li> <li>- GEF Agency staff and GEF focal points</li> <li>- GEF Tracking tools</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- GEF portfolio analysis</li> <li>- Interviews</li> <li>- Online consultation platform</li> </ul>
	Cases of consideration and use of lessons learned		
	GEF Tracking Tools correctly filled and used		
	Evidence of lessons learnt transferred to parallel initiatives or incorporated into future initiatives (projects, programs, policies and portfolios)	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project TE reports</li> <li>- MTE reports</li> <li>- Policy makers/government officials</li> <li>- GEF Secretariat and Agencies' staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews</li> <li>- Online consultation platform</li> </ul>
Number of instances of previous lessons learnt			

Key question	Indicators/ Basic data	Sources of information	Methodology
	incorporated into new project documents  % of project documents with previous lessons learnt incorporated  M&E Ratings		

### Annex C: MOROCCO NATIONAL PORTFOLIO

GEF ID	Agency	Focal Area	Title	GEF replenishment	Type	Status	Trust Fund	Executing partner / agency	Type of executing partner / agency	PPG(s)	GEF Grant Amount (US\$)	Co-finance Amount (US\$)	Date of project approval	Start date	End date
4112	AfDB	CC	Energy Efficiency in the Industrial Sector	GEF - 4	FSP	Council Approved	GET	AGENCY FOR THE DEVELOPMENT OF RENEWABLE ENERGY AND ENERGY EFFICIENCY (ADEREE)	Government	80,000	2,730,000	17,556,250	17-Mar-10		1-Dec-14
4738	FAO	POPs	Disposal of Obsolete Pesticides including POPs and Implementation of Pesticides Management Programme	GEF - 5	FSP	Council Approved	GET	Ministries of Agriculture, Environment and Public Health		50,000	3,500,000	25,730,000	29-Feb-12		
5481	FAO	MFA	Conservation of Biodiversity and Mitigation of Land Degradation Through Adaptive Management	GEF - 5	MSP	PIF Approved	GET	National Institute for Agricultural Research INRA	Government	-	771,918	7,850,000	9-Jan-14		

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			of Agricultural Heritage Systems												
5685	IFAD	CC	Increasing Productivity and Adaptive Capacities in Mountain Areas of Morocco (IPAC-MAM)	GEF - 5	FSP	PIF Cleared	SCCF		GEF Agency	-	6,510,000	24,000,000			
2632	IFAD/UNIDO	MFA	MENARID: Participatory Control of Desertification and Poverty Reduction in the Arid and Semi Arid High Plateau Ecosystems of Eastern Morocco	GEF - 4	FSP	Under Implementation	GET	UNIDO, HCEFLCD, MARDMF	Multilateral	350,000	5,998,422	19,089,096	24-Apr-08	14-Oct-10	
1	UNDP	BD	Transhumance for Biodiversity Conservation in the Southern High Atlas	GEF - 2	FSP	Project Completion	GET	Ministry of Agriculture, Rural Development and Maritime Fisheries	Government	117,400	4,252,000	5,387,000	1-Dec-99	7-Nov-00	7-Feb-11

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39	UNDP	CC	Elaboration of a National Climate Change Strategy and Action Plan	GEF - 2	EA	Project Completion	GET	Government of Morocco, Secretariat of State for the Environment	Government	-	140,000		7-Oct-99	22-Feb-00	1-Sep-02
646	UNDP	CC	Market Development for Solar Water Heaters	GEF - 2	FSP	Project Completion	GET	Ministry of Energy and Mines/Centre for the Development of Renewable	Government	-	2,965,000	1,700,000	7-May-99	8-Nov-00	31-Dec-08
1673	UNDP	POPs	Initial assistance to Morocco to meet its obligations under the Stockholm Convention on Persistent Organic Pollutants (POPs).	GEF - 2	EA	Project Completion	GET	Ministry of Land Planning, Urbanism, Housing & Environment	Government	-	496,800	60,000	19-Apr-02	26-Aug-02	5-Feb-06
1820	UNDP	MFA	National Capacity Self-Assessment (NCSA) for Global Environmental Management	GEF - 3	EA	Project Completion	GET	Ministry of Land Planning, Urbanism, Housing and Environment (MLPHUHE)	Government	-	200,000	50,000	16-Apr-03	27-Feb-04	1-Dec-07



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2275	UNDP	MFA	The Middle Atlas Forest Restoration project	GEF - 3	MSP	Under Implementation	GET	Haut Commissariat Des Eaux et Forets a La Lutte Contre La Desertification (HCEFLCD)	Foundation	32,600	965,345	2,112,800	8-Feb-06	15-Nov-06	30-Jun-14
2554	UNDP	CC	Energy Efficiency Codes in Residential Buildings and Energy Efficiency Improvement in Commercial and Hospital Buildings in Morocco	GEF - 3	FSP	Under Implementation	GET	UNDP	Multilateral	275,000	3,000,000	15,733,910	1-Aug-06	26-Jun-09	31-Dec-14
3082	UNDP	POPs	Safe Management and Disposal of PCBs, Pillar I	GEF - 4	FSP	Under Implementation	GET	Ministere de l'amenagement du territoire de l'eau et de l'environnement	Government	334,900	2,198,000	5,173,200	16-Nov-07	12-Feb-09	30-Jun-13
3919	UNDP	BD	Mainstreaming Biodiversity into Value Chains for	GEF - 4	MSP	Under Implementation	GET	UNDP	GEF Agency	50,000	950,000	3,375,000	12-Mar-09	6-Jul-11	30-Apr-15

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			Mediterranean Medicinal and Aromatic Plants												
3989	UNDP	BD	MENARID: A Circular Economy Approach to Agrobiodiversity Conservation in the Souss-Massa Drâa Region of Morocco	GEF - 4	FSP	CEO Approved	GET	Ministry of Agriculture	Government	80,000	2,647,272	7,500,000	24-Jun-09		30-Mar-17
4853	UNDP	BD	National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan in Morocco	GEF - 5	EA	Under Implementation	GET	Ministry of Energy, Mines, Water and Environment (MEMWE)	Government	-	220,000	150,000	16-Apr-12	4-Jan-13	31-Dec-14
5358	UNDP	CC	Mainstreaming Climate Change in the National Logistics Strategy and	GEF - 5	FSP	Council Approved	GET	Ministry of Equipment and Transport	Government	-	2,274,429	17,550,000	7-Nov-13		

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			Roll-Out of Integrated Logistics Platforms												
5359	UNDP	CC	Mainstreaming Climate Change in the National Logistics Strategy and Roll-Out of Integrated Logistics Platforms	GEF - 5	FSP	PIF Approved	GET	Ministry of Equipment and Transport	Government	-					
5539	UNDP	CC	Promoting the Development of Photovoltaic Pumping Systems for Irrigation	GEF - 5	FSP	Council Approved	GET	National Agency for the Development of Renewable Energy and Energy Efficiency (ADEREE)		-	2,639,726	49,100,000			
5605	UNDP	BD	Developing a National Framework on Access to and Benefit-Sharing of Genetic Resources	GEF - 5	MSP	PIF Approved	GET	Department of Environment of the Ministry of Energy, Mines, Water	Government	-	812,785	1,400,000	19-Nov-13		

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			and Traditional Knowledge as a Strategy to Contribute to the Conservation and Sustainable Use of Biodiversity in Morocco					and Environment							
149	UNEP	BD	National Biodiversity Strategy, and Action Plan and First National Report to the CBD	GEF - 1	EA	Project Closure	GET	Ministry of the Environment, Direction de l'observation, des Etudes et de la Coordination - DOEC	Government	-	191,200		24-Apr-97	27-Aug-97	31-Dec-05
484	UNEP	BD	Strengthening the Clearing House Mechanism Focal Point for the Participation in the Pilot Phase of the CHM of the CBD	GEF - 1	EA	Project Closure	GET	Ministry of the Environment, Direction de l'observation, des Etudes et de la Coordination - DOEC	Government	-	14,000		1-Jun-98	1-Jun-98	31-Dec-05

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3008	UNEP	BD	Development of the National Clearing House Mechanism, Capacity Assessment for ABS and Taxonomy in Morocco, and Updating of the NBSAP	GEF - 4	EA	Project Completion	GET	Ministry of Land Planning, Water and Environment	Government	-	207,500	20,000	22-Jun-10	30-Sep-10	31-Mar-12
4139	UNEP	CC	Market Transformation for Energy Efficient Lighting in Morocco	GEF - 4	MSP	Under Implementation	GET	UNEP/DTIE with the Ministry of Energy, Mines, Water, and Environment (MEMWE)	Government	20,000	889,091	5,931,204	29-Jan-10	21-Mar-12	31-Dec-13
5600	UNEP	POPs	Review and update of the national implementation plan for the Stockholm Convention on Persistent Organic	GEF - 5	EA	CEO Approved	GET	Ministry of Energy, Mines, Water and Environment / Department of Environment	Government	-	200,913		11-Oct-13		

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			Pollutants (POPs)												
3883	UNIDO	POPs	Safe PCB Management Programme in Morocco, Pillar II	GEF - 4	FSP	Under Implementation	GET	Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement (Ministry of Land Planning, Water and Environment)	Government	-	2,437,600	4,856,000	16-Nov-07	22-Sep-09	31-Dec-14
409	World Bank	BD	Protected Areas Management	GEF - 1	FSP	Project Closure	GET	Forest and Soil Conservation Dept.	Government	250,000	10,500,000	5,200,000	1-Jan-98	14-Nov-00	30-Jun-08
647	World Bank	CC	Integrated Solar Combined Cycle Power Plant (formerly Solar Based Thermal Power Plant)	GEF - 2	FSP	Project Completion	GET	ONE/Independent Power Producer	Private Sector	700,000	43,200,000	524,600,000	7-May-99	20-Apr-07	31-Dec-12
1838	World Bank	CC	Energy and Environment Upgrading of the Industrial Park of Sidi Bernoussi	GEF - 3	MSP	Project Closure	GET	izdihar	Private Sector	-	750,000	11,150,000	20-Feb-03		30-Jun-07

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			Zenata, Casablanca												
3967	World Bank	CC	Integrating Climate Change in Development Planning and Disaster Prevention to Increase Resilience of Agricultural and Water Sectors	GEF - 4	FSP	CEO Endorsed	SCCF			200,000	4,345,454	26,950,000	24-Jun-09		15-Oct-15
4198	World Bank	IW	MED: Integrated Coastal Zone Management-Mediterranean Coast	GEF - 4	FSP	CEO Endorsed	GET			200,000	5,180,000	20,000,000	17-Mar-10		15-Jun-17
5292	World Bank	MFA	MENA: Morocco GEF Social and Integrated Agriculture (ASIMA)	GEF - 5	FSP	CEO Endorsed	GET	Government	Government	-	6,440,000	35,540,000	9-Nov-11		