



Programme for cleantech innovation and green jobs - Phase 2

Part I: Project Information

Name of Parent Program

[Global Cleantech Innovation Programme \(GCIP\) to accelerate the uptake and investments in innovative cleantech solutions](#)

GEF ID

10826

Project Type

MSP

Type of Trust Fund

GET

CBIT/NGI

CBIT No

NGI No

Project Title

Programme for cleantech innovation and green jobs - Phase 2

Countries

Morocco

Agency(ies)

UNIDO

Other Executing Partner(s)

Department of Environment within the Ministry of Energy, Mines and Environment (MEME/DE) and Comp?tences Changement Climatique du Maroc (4C Maroc)

Executing Partner Type

Government

GEF Focal Area

Climate Change

Taxonomy

Focal Areas, Climate Change, Climate Change Mitigation, Renewable Energy, Sustainable Urban Systems and Transport, Technology Transfer, Energy Efficiency, Financing, Agriculture, Forestry, and Other Land Use, Sustainable Development Goals, United Nations Framework Convention on Climate Change, Paris Agreement, Nationally Determined Contribution, Influencing models, Convene multi-stakeholder alliances, Transform policy and regulatory environments, Demonstrate innovative approaches, Strengthen institutional capacity and decision-making, Stakeholders, Communications, Awareness Raising, Behavior change, Strategic Communications, Beneficiaries, Type of Engagement, Consultation, Information Dissemination, Participation, Partnership, Civil Society, Academia, Non-Governmental Organization, Private Sector, Large corporations, Capital providers, Financial intermediaries and market facilitators, SMEs, Individuals/Entrepreneurs, Gender Equality, Gender Mainstreaming, Women groups, Sex-disaggregated indicators, Gender-sensitive indicators, Gender results areas, Access to benefits and services, Participation and leadership, Capacity Development, Access and control over natural resources, Knowledge Generation and Exchange, Capacity, Knowledge and Research, Knowledge Exchange, South-South, Peer-to-Peer, North-South, Knowledge Generation, Professional Development, Training, Workshop, Learning, Theory of change, Indicators to measure change, Innovation

Rio Markers

Climate Change Mitigation

Climate Change Mitigation 2

Climate Change Adaptation

Climate Change Adaptation 0

Submission Date

6/18/2021

Expected Implementation Start

1/1/2022

Expected Completion Date

6/30/2025

Duration

42In Months

Agency Fee(\$)

82,192.00

A. FOCAL/NON-FOCAL AREA ELEMENTS

Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Amount(\$)	Co-Fin Amount(\$)
CCM-1-4	Promote innovation and technology transfer for sustainable energy breakthroughs for cleantech innovation	GET	913,242.00	3,078,000.00
Total Project Cost(\$)			913,242.00	3,078,000.00

B. Project description summary

Project Objective

Support sustainable and inclusive economic growth by strengthening regional innovation ecosystems that promote clean technology innovations and entrepreneurship in start-ups and SMEs

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
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Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
1. Transforming early-stage innovative cleantech solutions into scalable enterprises	Technical Assistance	1.1 Early-stage cleantech innovations are accelerated at national and local levels	<p>1.1.1 The three GCIP guidebooks are adapted for Morocco</p> <p>1.1.2 Pool of cleantech innovation and entrepreneurship experts (trainers, mentors, judges - at least 30) is trained and certified to support the GCIP Morocco Accelerator</p> <p>1.1.3 Four local hubs established under GCIP Morocco to support the formation of local innovation ecosystems</p> <p>1.1.4 Three cycles of the annual competition-based GCIP Morocco accelerators conducted through the local hubs to identify and support high-impact technologies and business model innovations into market-ready businesses (at least 60 semi-finalists)</p>	GET	300,000.00	300,000.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
1. Transforming early-stage innovative cleantech solutions into scalable enterprises	Technical Assistance	1.2 Start-ups and SMEs are supported through advanced business growth and investment facilitation services	1.2.1 Two cycles of Advanced GCIP Morocco Accelerators conducted at the national level for most promising SMEs and start-ups (at least 20) identified through local hubs 1.2.2 Post-Accelerator support services provided to cleantech enterprises enterprises (at least 20) towards commercialization	GET	105,000.00	300,000.00
1. Transforming early-stage innovative cleantech solutions into scalable enterprises	Investment	1.2 Start-ups and SMEs are supported through advanced business growth and investment facilitation services	1.2.3 Investment mobilized to deploy at least 2 innovative cleantech solutions across various sectors	GET	200,000.00	1,000,000.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
2. Cleantech innovation and entrepreneurship ecosystem (CIEE) strengthening and connectivity	Technical Assistance	2.1 The CIEE in Morocco is strengthened and interconnected	<p>2.1.1 Institutional capacity building of at least 50 CIEE actors conducted, including entrepreneurship train-the-trainer training programmes for local universities</p> <p>2.1.2 Cleantech innovation and entrepreneurship policy recommendations (at least 20) are developed at national and local levels, and disseminated to at least 20 key actors</p> <p>2.1.3 Linkages, collaboration, and synergies (at least 20 interactions) across CIEEs are promoted</p>	GET	113,000.00	500,000.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
3. Programme coordination and coherence	Technical Assistance	3.1 Efficiency and sustainability of the GCIP Morocco is ensured through programme coordination and coherence with other GCIP country projects	3.1.1 The GCIP internal guidelines for project management teams are adapted and implemented by GCIP Morocco 3.1.2 Programme-level knowledge management, communication and advocacy strategy is adapted and implemented by GCIP Morocco 3.1.3 The GCIP Morocco web platform is operated to maintain the GCIP community at national and regional levels	GET	60,000.00	500,000.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing(\$)	Confirmed Co-Financing(\$)
3. Programme coordination and coherence	Technical Assistance	3.2 Impacts and progress of the GCIP Morocco are tracked and reported (M&E)	3.2.1 The GCIP methodology for impact assessment is adapted and applied 3.2.2 Project activities are tracked and reported based on the GCIP monitoring and evaluation (M&E) framework, including an external mid-term review 3.2.3 Independent terminal evaluation is conducted	GET	52,220.00	200,000.00
Sub Total (\$)					830,220.00	2,800,000.00
Project Management Cost (PMC)						
GET			83,022.00	278,000.00		
Sub Total(\$)			83,022.00	278,000.00		
Total Project Cost(\$)			913,242.00	3,078,000.00		

C. Sources of Co-financing for the Project by name and by type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
GEF Agency	UNIDO	Grant	Recurrent expenditures	53,000.00
GEF Agency	UNIDO	In-kind	Recurrent expenditures	100,000.00
Recipient Country Government	Ministry of Energy, Mines and Environment (Department of Environment)	Public Investment	Investment mobilized	100,000.00
Recipient Country Government	Ministry of Energy, Mines and Environment (Department of Environment)	In-kind	Recurrent expenditures	2,500,000.00
Private Sector	Industrial Cluster for Environmental Services (CISE Maroc)	In-kind	Recurrent expenditures	50,000.00
Civil Society Organization	P- Curiosity Lab & Entrepreneur Academy, Mohammed VI Polytechnic University of Benguerir	In-kind	Recurrent expenditures	275,000.00
Total Co-Financing(\$)				3,078,000.00

Describe how any "Investment Mobilized" was identified

The Ministry of Energy, Mines and Environment (MEME) will co-finance the amount of 100,000 USD as grant and public investment into piloting of cleantech solutions under output 1.2.4 (in addition to 2.5 mil USD in-kind co-financing). This amount was mobilised through consultations led by the Department of Environment (main Project Executing Entity). The GEF grant is focused on supporting the formative stages of cleantech enterprises i.e., prototyping, proof of concept, ecosystems building. Co-financing from the public sector (predominantly in-kind) creates the enabling framework conditions that de-risks the key interventions by the GCIP project. As was already confirmed by the findings of the Independent Evaluation of the previous GCIP cycles, co-financing in the form of grants, seed funding, equity from angels, venture capital funds, impact investors, crowd funding platforms etc. will be mobilized during the implementation of the project from the private sector in the development, growth and scale-up of the start-ups. In line with GEF Guidelines on Co-financing (<https://www.thegef.org/documents/co-financing>), paragraph 9, co-financing that will be mobilized from the private sector during the implementation of the project will be monitored and reported through the regular reporting mechanisms to the GEF. Under the umbrella project of GCIP, project 10461, a strategic partnership will be established between GCIP and the Private Financing

Advisory Network - PFAN (www.pfan.net), under which GCIP alumni companies will be systematically connected to PFAN for specialized project development, business coaching and investment facilitation services and introduction to investors, hence mobilize co-financing. Furthermore, in countries where PFAN operates, GCIP activities will be linked to PFAN network of expertise and investors. For further details on the co-financing mobilization to date, please refer to para. 3 of section 1a. Project Description. Co-financing mobilization, especially investment into cleantech solutions will continue during the project implementation as investment facilitation is one of the key support services to be provided by this project. This is further described in section 4. Private Sector Engagement.

D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
UNIDO	GET	Morocco	Climate Change	CC STAR Allocation	913,242	82,192
Total Grant Resources(\$)					913,242.00	82,192.00

E. Non Grant Instrument

NON-GRANT INSTRUMENT at CEO Endorsement

Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)
PPG Required **false**

PPG Amount (\$)

PPG Agency Fee (\$)

Agenc y	Trust Fund	Country	Focal Area	Programming of Funds	Amount(\$)	Fee(\$)
Total Project Costs(\$)					0.00	0.00

Core Indicators

Indicator 6 Greenhouse Gas Emissions Mitigated

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO ₂ e (direct)	0	108000	0	0
Expected metric tons of CO ₂ e (indirect)	0	540000	0	0

Indicator 6.1 Carbon Sequestered or Emissions Avoided in the AFOLU (Agriculture, Forestry and Other Land Use) sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO ₂ e (direct)				
Expected metric tons of CO ₂ e (indirect)				
Anticipated start year of accounting				
Duration of accounting				

Indicator 6.2 Emissions Avoided Outside AFOLU (Agriculture, Forestry and Other Land Use) Sector

Total Target Benefit	(At PIF)	(At CEO Endorsement)	(Achieved at MTR)	(Achieved at TE)
Expected metric tons of CO ₂ e (direct)		108,000		
Expected metric tons of CO ₂ e (indirect)		540,000		
Anticipated start year of accounting		2022		
Duration of accounting		10		

Indicator 6.3 Energy Saved (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Total Target Benefit	Energy (MJ) (At PIF)	Energy (MJ) (At CEO Endorsement)	Energy (MJ) (Achieved at MTR)	Energy (MJ) (Achieved at TE)
Target Energy Saved (MJ)				

Indicator 6.4 Increase in Installed Renewable Energy Capacity per Technology (Use this sub-indicator in addition to the sub-indicator 6.2 if applicable)

Technology	Capacity (MW) (Expected at PIF)	Capacity (MW) (Expected at CEO Endorsement)	Capacity (MW) (Achieved at MTR)	Capacity (MW) (Achieved at TE)
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Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female		165		
Male		385		
Total	0	550	0	0

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided

Part II. Project Justification

1a. Project Description

Changes in alignment of the project design with the child project concept

1. There were no substantive changes between the Child Project Concept and this Request for CEO Approval (RCA). It is fully consistent with that presented in the original GCIP Programme Framework Document (PFD) and related child project concepts (approved by the GEF CEO in December 2019). However, in order to better align this child project to the GEF-UNIDO Global Cleantech Innovation Programme Framework (GEF ID 10408, hereinafter referred to as GCIP Framework) and based on additional consultations with relevant stakeholders, terminologies and wording used in the Project Description Summary (Table B) and accordingly in the Project Description were amended.
2. The term 'local' was replaced in lieu of 'regional' throughout the document. This change is made to avoid confusion between sub-national and supra-national regions, and to clarify that the project focuses on locally developed and home-grown innovations in all parts of Morocco including rural areas.
3. Co-financing mobilized for the project is approximately 3 million USD, which is a 54% reduction from the expected co-financing of 6.3 million USD at child project concept stage. Please note that this does not signal decrease in interest and relevance of cleantech innovations in Morocco. The economic downturn resulting from the COVID 19 pandemic has impacted private sector companies in Morocco, and at this time they are unable to commit a specific amount as co-financing for the project due to the current face cash-flow challenges, as well as uncertainties in their forecasting for the next years. It is expected that further co-financing would be mobilized as the COVID 19 situation improves and economic recovery measures enter into force, and private sector companies can seize the opportunities for building back better by investing in cleantech solutions and opting for sustainable and low-carbon options in lieu of conventional paths. The project will continue its co-financing mobilization efforts, in particular as part of the investment facilitation under outcome 1.2, and will report on the additional mobilization of co-financing will in the annual GEF PIR (project implementation reports), as well as in the mid-term review, and the terminal evaluation.
4. Selected outputs were merged or split to improve the logical structure of the intervention, as shown in table 1. Accordingly, budget of each outcome is also adjusted, as shown in table 2.

Table 1: Comparison of project components
between the original child project template and the RCA

Child Project Concept	Description of Change	CEO Approval Request
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1. Regional hubs integrated in national platform to accelerate cleantech innovations at provincial and national levels	Former components 1 and 2 are merged into new component 1, and the new component 1 focuses on cleantech enterprise support.	1. Transforming early-stage innovative cleantech solutions into scalable enterprises
1.1 Regional hubs established and strengthened under national platform to identify and support promising cleantech innovations across the regions	Title of outcome 1.1 is revised to reflect the key objective of the outcome ? to accelerate innovations into enterprises.	1.1 Early-stage cleantech innovations are accelerated at national and local levels
1.1.1 Regional hubs established under national platform to support the formation of local innovation ecosystems 1.1.2 Annual cleantech business competition-based accelerator established under the regional hubs to identify and support high-impact technologies and business model innovation into market ready businesses 1.1.3 Organization of advanced annual accelerator under national platform for most promising SMEs and start-ups identified through regional hubs	Former 1.1.1 renumbered and rephrased as 1.1.3. Former 1.1.2 renumbered and rephrased as 1.1.4. Moved to 1.2.1 as this output aims to provide advanced support to cleantech enterprises.	1.1.1 The three GCIP guidebooks are adapted for Morocco 1.1.2 Pool of cleantech innovation and entrepreneurship experts (trainers, mentors, judges - at least 30) is trained and certified to support the GCIP Morocco Accelerator 1.1.3 Four local hubs established under GCIP Morocco to support the formation of local innovation ecosystems 1.1.4 Three cycles of the annual competition-based GCIP Morocco accelerators conducted through the local hubs to identify and support high-impact technologies and business model innovations into market-ready businesses (at least 60 semi-finalists)
1.2 Systems and coordination support in place	Merged into outcome 1.1 as the end goal of the support systems and coordination is to provide assistance to enterprises.	
1.2.1 Support on using methodologies and guidelines for the national and regional competition provided 1.2.2 Development of overall communication strategy and mainstreamed across regions	Former 1.2.1 moved to 1.1.1 to reflect the chronological sequence of activities. Former 1.2.2. moved to 3.1.2, which encompasses project level communication efforts.	

2. Advanced investment and commercialization support through enhanced private sector partnerships	Merged into component 1 as advanced acceleration is also part of cleantech enterprise development.	
2.1 Start-ups and SMEs supported through advanced business support services and investment facilitation for growth post-Accelerator	Former 2.1. renamed and renumber to 1.2 to better align with the GCIP Framework structure and language.	1.2 Start-ups and SMEs are supported through advanced business growth and investment facilitation services
2.1.1 Advanced technical, business advisory and commercialization support for selected SMEs provided for large scale deployment of clean technology solutions 2.1.2 Corporate and Public Private Partnership Forums held 2.1.3 Investment facilitation and support for selected start-ups and SMEs	Former 2.1.1 renamed and renumber as 1.2.1 as this is part Advanced Accelerator support. Former 2.1.2. merged into 1.2.2 as it is part of post-Accelerator support. Former 2.1.3 merged into 1.2.2 as it is part of post-Accelerator support	1.2.1 Two cycles of Advanced GCIP Morocco Accelerators conducted at the national level for most promising SMEs and start-ups (at least 20) identified through local hubs 1.2.2 Post-Accelerator support services provided to cleantech enterprises (at least 20) towards commercialization
2.2 Business growth support and tipping point investment facilitation services provided to growth-stage cleantech SMEs to commercialize	Former 2.2 merged into 1.2 as this focuses on advanced support for cleantech enterprises.	
2.2.1 Innovative early-stage financing mechanisms designed and established to support the deployment and scale-up of cleantech solutions	Former 2.2.1 renumbered and changed to 1.2.3 to concretize the focus on investment mobilization support for cleantech enterprises, rather than design and establishment of a financing mechanism.	1.2.3 Investment mobilized to deploy at least 2 innovative cleantech solutions across various sectors
3. Policy and institutional framework strengthening to develop and strengthen the national and regional ecosystems	Former 3 renamed to better align with the language of the global programme, and renumbered as 2.	2. Cleantech innovation and entrepreneurship ecosystem (CIEE) strengthening and connectivity

3.1 Policy and the institutional framework have been strengthened to promote clean technology innovation and entrepreneurship	Former 3.1 renamed to better align with the language of the GCIP Framework, and renumber as 2.1.	2.1 The CIEE in Morocco is strengthened and interconnected
<p>3.1.1 Capacity of national and regional institutions and industry associations to host and support the Cleantech programme built</p> <p>3.1.2. Regional Entrepreneurship Train-the-Trainer Training Programmes organized for local universities</p> <p>3.1.3 Recommendations on the best practice policies, regulations and incentives required for the promotion of clean technology innovations in SMEs throughout the regions developed</p> <p>3.1.4 GCIP community and network maintained, and extensive advocacy and outreach activities organized through a national coordination platform</p>	<p>Former 3.3.1 renumbered and renamed as 2.1.1 for better alignment with the GCIP Framework, and partially moved to 1.1.3 regarding activities to establish local hubs.</p> <p>Former 3.1.2 merged into 2.1.1.</p> <p>Former 3.1.3 renumbered and renamed as 2.1.2 to better align with the structure and language of the GCIP Framework.</p> <p>Former 3.1.4 renumbered and renamed to 2.1.3 for better alignment with the structure and language of the GCIP Framework. Promotional and advocacy related activities merged into 3.1.2.</p>	<p>2.1.1 Institutional capacity building of at least 50 CIEE actors conducted, including entrepreneurship train-the-trainer training programmes for local universities</p> <p>2.1.2 Cleantech innovation and entrepreneurship policy recommendations (at least 20) are developed at national and local levels, and disseminated to at least 20 key actors</p> <p>2.1.3 Linkages, collaboration, and synergies (at least 20 interactions) across CIEEs are promoted</p>
4. Monitoring and Evaluation (M & E) (transversal activity)	4 renumbered and renamed to better align with the language of the GCIP Framework.	3. Programme coordination and coherence
4.1 Regular monitoring of project indicators and periodic evaluation have been used to align project implementation, enhance project performance, and identify relevant lessons to improve future project design and implementation	Former 4.1 moved to 3.2. New 3.1 and subsequent outputs are created to better highlight GCIP 2 Morocco's participation in the coherence and efficiency coordination at the programme level.	3.1 Efficiency and sustainability of the GCIP Morocco is ensured through programme coordination and coherence with other GCIP country projects

<p>4.1.1 National impact monitoring established and linked to Global GCIP</p> <p>4.1.2 Regular monitoring and evaluation of project activities</p> <p>4.1.3 Mid-term and terminal project evaluation</p>	<p>Former 4.1.1. is renumbered and renamed to 3.1.1 for better alignment with the GCIP Framework.</p> <p>Former 4.1.2. is renumbered and renamed to 3.2.2 for better alignment with the GCIP Framework.</p> <p>Former 4.1.3. is renumbered and renamed as 3.2.2 and 3.2.3 for better alignment with the GCIP Framework.</p>	<p>3.1.1 The GCIP internal guidelines for project management teams are adapted and implemented by GCIP Morocco</p> <p>3.1.2 Programme-level knowledge management, communication and advocacy strategy is adapted and implemented by GCIP Morocco</p> <p>3.1.3 The GCIP Morocco web platform is operated to maintain the GCIP community at national and regional levels</p>
		<p>3.2 Impacts and progress of the GCIP Morocco are tracked and reported (M&E)</p>
	<p>New 3.2.1 is created to better align with the GCIP Framework.</p>	<p>3.2.1 The GCIP methodology for impact assessment is adapted and applied</p> <p>3.2.2 Project activities are tracked and reported based on the GCIP monitoring and evaluation (M&E) framework, including an external mid-term review</p> <p>3.2.3 Independent terminal evaluation is conducted</p>

Table 2: Comparison of the budget allocation to project components between the original child project template and the RCA

Child Project Concept	CEO Approval Request
<p>Component 1 budget</p> <p>GEF Project Financing: USD 352,602</p> <p>Co-financing: USD 2,310,000</p>	<p>Component 1 budget</p> <p>GEF Project Financing: USD 605,000</p> <p>Co-financing: USD 1,600,000</p>
<p>Component 2 budget</p> <p>GEF Project Financing: USD 310,000</p> <p>Co-financing: USD 1,875,000</p>	<p>Component 2 budget</p> <p>GEF Project Financing: USD 113,000</p> <p>Co-financing: USD 500,000</p>

Component 3 budget GEF Project Financing: USD 97,518 Co-financing: USD 800,000	Component 3 budget GEF Project Financing: USD 112,220 (inclusive of USD 40,000 M&E) Co-financing: USD 500,000
Component 4 budget GEF Project Financing: USD 70,100 Co-financing: USD 750,500	-
<u>Sub-total</u> GEF Project Financing: USD 830,220 Co-financing: 5,735,500	<u>Sub-total</u> GEF project financing: USD 830,220 Co-financing: USD 2,600,000
Project management cost GEF Project Financing: USD 83,022 Co-financing: USD 573,550	Project management cost GEF Project Financing: USD 83,022 Co-financing: USD 455,000
Total GEF Project Financing: USD 913,242 Total Co-financing: USD 6,309,050	Total GEF Project Financing: USD 913,242 Total Co-financing: USD 3,055,000

a. The global environmental and/or adaptation problems, root causes and barriers that need to be addressed

Background

5. In 2011, the United Nations Industrial Development Organization (UNIDO), with the support of the Global Environment Facility (GEF) and the Government of South Africa, successfully implemented the "Greening the COP17" project. One of the four components of the project focused on the design and implementation of the first South Africa Clean Technology Competition (2011 SA Cleantech) for green entrepreneurs (mainly small and medium-sized enterprises, further referred to as SMEs) with innovative ideas and concepts in the areas of energy efficiency, renewable energy, and green building practices. All participants were given an opportunity to present their solutions and get feedback, while the best ones were offered additional training, mentoring and access to cleantech networking events. Having progressed through the GCIP, these entrepreneurs were connected with potential customers, investors, partners, and policymakers at national and international levels through Investor Connect events and National Academies. In addition, the very best entrepreneurs from the GCIP were given the opportunity to attend the Cleantech Open Global Forum held in Silicon Valley, USA, involving more than 100 cleantech exhibitions and networking events, giving the GCIP winners a high level of exposure to broaden their networks, and to benefit from the global linkages.

6. Following on from this successful pilot in South Africa, UNIDO launched the Global Cleantech Innovation Programme (GCIP), with the support of the GEF in 2014. National programmes aimed at SMEs and start-ups were implemented in Armenia, India, Malaysia, Pakistan, Turkey, and South Africa. Thailand joined in 2015 and Morocco joined in 2016 (GEF Project ID 9485). This first phase of the GCIP under GEF-6 in Morocco ended in 2020.

7. In the period from 2014 to 2016, GCIP received almost 3000 applications in the 8 countries it was operating, from which 580 entrepreneurs were selected for further acceleration and mentoring, as

well as receiving access to investors and media. The growth rate of applications GCIP has received between 2014 to 2015 and 2015 to 2016 was 62.5% and 33% respectively, indicating strong and constant increase in interest towards the acceleration programme.

8. Building on the success and the lessons learned within GCIP in the first 5 years, and taking into account the increased need to accelerate the pace of cleantech innovation, UNIDO together with its counterparts has developed this project. The project is in line with the GEF's Climate Change Mitigation Focal Area Strategy under the GEF-7 Programming Directions and the GEF Private Sector Strategy. It is also fully aligned with key national priorities of Morocco, as well as UNIDO's mandate to promote inclusive and sustainable industrial development (ISID).

The global environmental problems and barriers

9. Climate change presents an urgent and existential threat to humanity. As such, government, business, and civil society need to systematically and rapidly embrace climate action to avoid detrimental impacts to people and planet. According to the most recent IPCC report (<https://www.ipcc.ch/sr15/chapter/spm>), GHG emissions have continued to increase, and the world is on track to surpass 1.5°C of global warming as early as 2040 unless drastic solutions are immediately implemented. Thus, business can play a key role in driving down carbon emissions by accelerating the development, adoption, and scaling-up of innovative cleantech solutions.

10. Population growth, increasing industrialization and urbanization, improving living conditions, and assuring a rural electricity supply are steadily increasing the nation's demand for energy. Morocco relies predominantly on fossil fuels to meet its domestic energy demand. Fossil fuels account for about 68% of installed capacity, with renewable energy accounting for the rest. With increasing energy demand, the use of fossil fuel may increase in the near- to medium-term.

11. In this context, cleantech includes as a broad range of solutions (technologies, processes, services, business models, and their combinations) that can improve operational performance, productivity, or efficiency while reducing costs, inputs, energy consumption, waste, or environmental pollution. Cleantech can lead to an increase in positive impact or a decrease in negative impact on climate change mitigation and adaptation, transition to a low-emission economy, sustainable energy systems, and other dimensions of environmental sustainability. Climate technology, clean energy technology, agtech, etc. are subsets of cleantech.

12. MSMEs play a vital role in developing key technologies to tackle climate change. The GEF has long recognized that the protection of the global commons requires full engagement of the private sector to leverage technological know-how, innovation, investment, and market access. MSMEs can develop a range of technological, market, and business model innovations spanning breakthrough, architectural, disruptive, incremental levels, depending on market opportunities, circumstances, and technological needs. Artificial intelligence, big data, and connectivity are expanding the horizon for cleantech innovation even further.

13. The transition to a low-carbon economy presents an economic opportunity for business, MSMEs, start-ups, and entrepreneurs who, by developing and adopting innovative cleantech solutions, can

increase their productivity and competitiveness as well as that of other industries and sectors and create jobs. Largescale adoption of innovative cleantech solutions can ultimately transform entire economies, industries, and secure a sustainable and inclusive future. Despite the development of numerous innovative and increasingly cost-competitive cleantech solutions, their adoption in many carbon intensive sectors (e.g., energy, industry, buildings, transport, agriculture, and service sectors) is falling far short of the scale and speed that is needed. This is due to a variety of reasons that include technology lock-in, lack of awareness, insufficient availability of the technologies, and inadequate support mechanisms. In developing countries, innovative cleantech solutions can also help to address existing infrastructure and fill service gaps, such as access to sustainable energy through the deployment of renewables, promotion of energy efficiency, and adoption of e-mobility solutions. This gap between the development of innovative cleantech solutions and their rapid deployment needs to be systematically addressed to reduce GHG emissions whilst creating green industries and jobs.

14. Given the vulnerability of the Moroccan economy to climate change, the introduction of innovative mechanisms to mitigate and adapt to climate change will play a pivotal role in the coming years as the country continues its path towards industrialization. The promotion and adoption of clean technology innovations is expected to strengthen the resilience of the Moroccan economy to climate change, while also having positive economic and social benefits through the support of entrepreneurs and innovation beyond individual sectors and regions. Largescale adoption of innovative cleantech solutions will help the country address challenges such as rising energy demand; scarcity of raw materials; widespread dependence on imported primary and secondary energy; steadily declining, overused, and increasingly polluted water resources; and high unemployment, especially among the youth and women.

15. Increased promotion of entrepreneurship and adoption of innovative cleantech solutions will generate multiple positive economic and social benefits through the promotion and support of entrepreneurs and innovation. This is expected to significantly contribute to climate change mitigation and adaptation and support a general transformation towards a low-carbon and inclusive economy. The positive impacts of such interventions are magnified when applied to start-ups and SMEs, which are particularly vulnerable to climate change. They also experience challenges within the business climate, which is deemed relatively difficult to maneuver, and a policy environment that is not adequately adapted to their needs. Cleantech start-ups and SMEs often lack the skills and organizational capacity to transform innovative cleantech solutions into marketable products. This is compounded by the existing gaps between demand and supply of funding available to start-ups and SMEs. Typically, small and early stage cleantech start-ups and SMEs require lower levels of funding and the provision of patient capital, whereas commercial banks and public markets tend to invest in low-risk and tested technologies. Limited understanding of opportunities and the capacity to assess risks in investing in innovative cleantech solutions as well as limited exposure and interaction between start-ups and SMEs and potential investors are indications of weak innovation and entrepreneurship ecosystems.

16. Since 2010, many measures have been undertaken to foster innovation and support start-ups and SMEs in Morocco. Despite the general recognition of the positive impacts of fostering innovation and clean technologies for the mitigation of environmental degradation and support of MSMEs, the widespread adoption of such policies and technologies has encountered several barriers, which include:

a) Lack of institutional coordination ? While various initiatives have been undertaken to support entrepreneurs and start-ups, for example on the part of the Ministry of Energy, Mining, Water and Environment, The Moroccan Centre for Innovation and Social Entrepreneurship (CISE), Global

Entrepreneurship Network, Start-up Maroc, MEDREP, SwitchMed, there is a significant lack of coordination and collaboration amongst these actors, which limits their effectiveness in achieving their respective and mutual objectives. A missed opportunity for instance is the 280 green entrepreneurs and 13 civil society organisations in Morocco that were trained under La promotion de l'entreprenariat vert et de l'co-innovation sociale au Maroc (<https://www.switchmed.eu/en/e-library/white-paper-morocco>). A mapping of the country's current cleantech start-ups, their enablers (e.g., incubators) and pipelines (e.g., universities) would set the stage for establishing a well-coordinated national platform where various stakeholders can ensure that their efforts coalesce and strengthen the country's entrepreneurial ecosystem.

- b) Lack of supportive policies and business environment ? Fostering innovation and entrepreneurial spirit require supportive policies and a business environment that encourages investment. Although it has become easier to start a business and a special tax-free rate status for early-stage entrepreneurs has been created (which has been a major driver in establishing more start-ups), the business environment is still fraught with obstacles (high tax rates, shortage of skilled labour) that limits development and investment.
- c) Limited access to financing ? Access to funding at every stage of enterprise development is difficult to attain in Morocco, and potential sources of financing are limited. Eighty-four percent of surveyed entrepreneurs were self-funded at the early stages. With regard to later-stage support, 38 percent of entrepreneurs found it difficult to access (this includes loans, angel investing, and venture capital funding) ? indicating that it was the biggest financial barrier to doing business in Morocco. This financial barrier is also exacerbated by the lack of risk appetite among investors who are commonly viewed as only seeking stable investments. In this regard, such investors are more likely to invest in real estate than in a new start-up venture. Likewise, they are more likely to invest in digital than in cleantech ventures. Existing venture capital funds could be incentivized to consider small-scale investment typically sought by SMEs. Access to financing is also limited based on the fact that many entrepreneurs lack the ability to prepare and present adequate business plans and financial statements, and loan/grant officers lack the skills to adequately evaluate the value and potential of innovative technologies. As bank financing is the main source of capital for SMEs and start-ups, they still require assistance to establish credit guarantee schemes and increased awareness of existing credit information systems, etc. Additionally, the lack of collateral makes many SMEs ineligible for loans.
- d) Lack of trained experts and information about technology ? A potential barrier to the cleantech innovation and acceleration programmes for Moroccan SMEs and start-ups is the lack of trained experts to mentor start-ups and entrepreneurs involved in cleantech innovations. There is also a lack of information about technology options, best practices, and benchmarks within SMEs.
- e) Weak linkages between universities/research institutes and the industrial sector ? Morocco's private sector accounts for a very small share of R&D expenditure; there is a perceived disconnect between the outputs of R&D centres and investors with the funds required to bring these products to the market. To tackle these barriers, the project aims to stimulate new ideas from the business sector and universities, while also providing hands-on help to strengthen existing businesses.

17. In addition, a World Bank study conducted in 2017 presents similar findings of its analysis of Morocco's climate entrepreneurship status, as summarized below

(<http://documents1.worldbank.org/curated/en/133881493719194269/pdf/114718-WP-PUBLIC-1-5-2017-17-4-3-moroccocceedApril.pdf>):

- a) Perceived Lack of Policy Support to (Green) Entrepreneurs
- b) Growing, but Fragmented Ecosystem
- c) Entrepreneurs Lack Later-stage Support
- d) Few Corporate and Private Foundation Linkages to Boost Ecosystem
- e) Funding for Start-ups Limited by Risk-averse Investors
- f) Market Access Not Widely Available for Entrepreneurs
- g) Additional Market Information Necessary for Doing Business

18. Ultimately, the above-mentioned barriers constrain innovators to transform their cleantech ideas into viable enterprises that can attract investment at local and global levels, which in turn would allow them to scale and to deliver transformational economic, social, and environmental impacts. Therefore, this project will contribute, through continual engagements with the national government, universities, the private sector, and other relevant stakeholders, to mitigating the above-mentioned barriers in a holistic manner. Among others, the project will lead to the creation of a platform linking Morocco's cleantech entrepreneurs with investors and commercial partners, potentially resulting in the commercialization of innovative cleantech products and services, as well as leading to job creation and ultimately supporting Morocco's economic growth. Furthermore, market opportunities will be extended to span across borders, Morocco's CIEE will be connected to other countries, and partnerships will be forged internationally among innovators, entrepreneurs, financiers, and policy makers.

b. The baseline scenario and any associated baseline programs

Baseline Scenario

19. With a population of about 36.4 million (2019), the Kingdom of Morocco was classified by The World Bank as a "lower middle-income country", with an income of USD 3,204 per capita. Ranked 121st (of 189 countries) in the UNDP's Human Development Index 2020, Morocco was in the medium human development category. The country ranked 64th (of 193 countries) in the 2020 Sustainable Development Report. Agriculture, forestry, and fishery constituted the second largest share of the active labour force in 2016 with 38%, followed by the service sector with 41%. Central sectoral policies have been credited with impressive achievements over the past decade: e.g., power supply was made available for 98% of the population and 93% of citizens were provided with access to drinking water. Despite the country's successes, major inequalities have remained in terms of access to employment and social services, especially for women and people with disabilities. Unemployment (especially amongst young people, women, and disadvantaged groups) and insufficient vocational skills have been identified as significant challenges to the development of the labour market. Sustainable economic growth is regarded as the key to promoting employment, together with further incentives to promote and strengthen cooperation across academic, public, and private sectors.

20. The Government of Morocco is committed to a socially oriented market economy; has adopted a stability-oriented monetary, fiscal, and exchange rate policy; and has adopted openness as a strategic

direction. The 2011 constitutional reform, which resulted in the creation of 12 regions and the structuring of sectors into ecosystems, provided the basis for reforms that have subsequently been undertaken to address the constraints of foreign competition and accelerate the country's integration into the global space.

21. In particular, the October 2019 speech of His Majesty the King, Mohammed VI, King of Morocco, on the occasion of the opening of the Moroccan parliament, emphasized the need for innovation and entrepreneurship for job creation. The national priorities outlined in this speech has triggered a plethora of activities to foster regionally balanced sustainable economic growth, especially through increased investment in small and medium sized enterprises and youth entrepreneurs. (<https://www.maroc.ma/en/royal-speeches/hm-king-delivers-speech-occasion-parliament-opening-full-text>)

22. The Industrial Acceleration Plan (2014-2020), described as 'a locomotive for growth and employment', was architected as the key vehicle to ensure Morocco's place amongst the world's emerging industrial nations. The Plan acts as an integrated catalyst for growth and aims to make industry a major lever for the country's growth, having set the following general objectives for the sector by 2020:

- a) The creation of half a million jobs, half of which come from foreign direct investment, and the other half from a renovated national industrial base
- b) 9-point growth in industry's share of GDP, increasing from 14% to 23% by 2020

23. To achieve these goals, the implementation of the Industrial Acceleration Plan is monitored by an inter-ministerial committee, which oversees the accomplishment of initiated projects and the execution of agreements between the involved partners.

Table 3: Morocco's Industrial Acceleration Plan (2014-2020)

Focus	Objective	Measures
Industrial ecosystems	Creation of sector-level industrial clusters	Develop close partnerships between lead firms and SMEs
	Expand local content (<i>compensation industrielle</i>)	Increase technology transfer and local value added
	Support transition from informal to formal economy	Entrepreneurship training, mentoring, networking, partnerships, support for investment and shared infrastructure, basic and advanced computerisation
	Matching skills to business needs	Implement 'career development centres' for the youth; Entrust leading companies with the role of defining and designing training schemes; Provisional training for each ecosystem
Targeted measures	Support measures for improving SME competitiveness	Support measures for computerisation, product quality, innovation and research tax credits, access to market and financing, productivity enhancement measures

	Financial intervention tools	Creating the Industrial Development Fund of about EUR 1.8 billion
	Infrastructure for rent	Creating industrial parks that include a ?1-stop shop? pool of workers, ad hoc services, and training packages
International positioning	Close tracking of Free Trade Agreements (FTAs)	Carry out impact assessments on FTA and ensure continuity; Measures to protect national industry from unfair competition; Reinforce regulation of imports; Consolidate support actions and export development plans for high potential sectors
	Developing a ?deal making? culture for FDI	Create a dedicated team to aggressively attract investors; Capitalize on intermediation professionals (merchant banks and specialized experts)
	Extend cooperation with African countries by establishing mutually beneficial partnerships	Establish an international investment fund; Build on Casablanca Finance City, an economic and financial hub, a bridging platform between the north and south; Coordinate the joint intervention of operators; Organize outreach events

24. Within the *Strat?gie National du D?veloppement Durable 2030* (National Strategy for Sustainable Development 2030), Morocco has committed to meeting the challenges of the 21st century by making sustainable development a true social project and a new development model. This impulse has resulted in successive reforms to build a foundation for economic development, improve social conditions, and accelerate the pace of achievement through both preventive and corrective measures. The most relevant measures in the *Strat?gie National du D?veloppement Durable 2030* to incentivize productivity, SME competitiveness, and institutional and agency networks include:

- a) Issue 1: Consolidate the governance of sustainable development
Strategic Axis 4: Strengthen economic and financial instruments and implement an environmental tax policy
- b) Issue 2: Successful transition to a green economy
Strategic Axis 4: Inscribe Industrial Acceleration in a trajectory of green economy
Strategic Axis 5: Accelerate the implementation of the energy transition
Strategic Axis 7: Promote a sustainable craft
- c) Issue 7: Promote a culture of sustainable development
Strategic Axis 2: Making Innovation and Research and development the transition lever for concretization sustainable development
Strategic Axis 3: Improve training in green jobs.

25. Over 92% of Moroccan businesses are classified as Micro, Small- and Medium-Sized Enterprises (MSMEs). In 2011, they generated 10% of the country's gross domestic product (GDP) and represented 20% of bank loans to enterprises. Despite Morocco's significant progress in expanding MSMEs' access to finance, the majority of financing has actually been allocated to primarily medium-sized enterprises. Smaller enterprises are still confronted with challenges in accessing loans based as they cannot provide collateral when applying for credit lines. Rural regions are particularly affected due to the meagre presence of financial institutions.

26. Building on the country's Industrial Acceleration Plan, the national agency for the promotion of MSMEs, Maroc PME, has developed a roadmap (2015-2020) designed to strengthen MSME ecosystems, competitiveness, and to structure high impact business models and investment opportunities. During 2014-2018, Moroccan MSMEs attracted a total of DH7.1 billion (USD 745 million) of global investment and employed 75,984 people, with the top three sectors being the textile industry with 22%, agro-industry and metallurgy industry each with 15%, followed by the chemical industry with 12%.

27. While there has been an increase in the number of women in Parliament and while the female unemployment rate (11.7% in 2017) was slightly higher than that of men (10.6%), the exclusion of women from the labour market is noticeable in terms of employment rates. In 2016, the employment rate of women was 22% compared to 66% for men. The relative exclusion of women from the labour market implies that Morocco is depriving itself of an important potential for wealth creation (HCP and World Bank, 2017). On a positive note, UNIDO's 2017 survey on women entrepreneurship showed that Morocco had the highest percentage of women entrepreneurs, compared to other equivalent countries, especially in the manufacturing sector.

28. In response, Morocco developed its National Energy Plan as a roadmap to address the country's short-, medium- and long-term objectives for developing the energy sector. It focuses on Renewable Energy and Energy Efficiency as key factors for achieving the country's commitment to reducing greenhouse gas emissions, and is advocating for more renewable energy power generation and a shift towards a low-carbon economy. The government has continued to invest heavily in renewables to diversify the energy mix and reduce energy imports, aims to raise an estimated USD 18.95 billion. These investments have led to an increase of the renewable energy share, currently constituting 35% of Morocco's total electricity production. The country set a goal of reaching 52% of renewable energy in its electricity mix by 2030. Solar and wind energy will play a key role in this undertaking, exemplified by, what was at a time, the world's biggest concentrated solar power plant project in Ouarzazate, with a capacity of 580 MW. In using such primary energy sources, CO₂ emissions can be significantly reduced, the dependency on fossil fuel imports decreased, and new jobs can be created. There is also great potential for improved energy efficiency, particularly through savings that can be realized in the construction, transport, and industrial sectors.

29. During GEF-6 GCIP in Morocco, a national cleantech platform and accelerator programme was established, which delivered a comprehensive business training programme and created capacity for future cleantech competitions. Under this framework, four cycles of the Accelerators were carried out, which supported 120 entrepreneurs and financed 28 start-ups, enabling them to develop and improve their prototypes and promote their access to the market within Morocco. This support was provided at a critical link in the evolution of the beneficiaries; namely, the 'market fit' stage. It is at this very risky moment that the start-up must learn and understand if its product/service meets a market need and can access that market. The technologies developed by the participating entrepreneurs and nurtured under

GEF-6 GCIP have the potential to enhance energy access and affordability while creating green jobs through the provision of new and innovative technologies that deal with country-specific challenges. Some of the most common challenges that the participating entrepreneurs have sought to address are energy-related issues. In advancing their innovation towards commercialization, they have encountered limits in the regional and national clean technology innovation ecosystem and the lack of private sector interest in investing in and/or adopting clean technology innovations.

30. During GEF-6 GCIP 1, the Moroccan context for entrepreneurship evolved favourably, which triggered an initial revitalization of the country's innovation ecosystem. This included the 2017 launch of the Innov Invest Fund (FII), which was set up by the Moroccan government with the support of The World Bank. This instrument offers seed finance, filling a void in the funding chain at the first stage of innovative projects and the creation of start-ups. In January 2020, under royal instruction, the Intelak support programme for entrepreneurs and MSMEs was launched, which offers credits capped at 1.2 million Dirhams (DH), with an interest rate of 2% in urban areas and 1.75% in rural areas. In February 2020, a legal framework was put in place for the exercise of collaborating funding. With this new law, the funding mechanism for start-ups, particularly those operating in the field of clean technologies, has been strengthened. In this light, an Entrepreneurship Support Fund was launched to finance the Intelak Programme (DH 2 billion) and to prepare the framework for crowdfunding.

31. Terminal evaluation of GEF-6 GCIP 1 in Morocco was conducted in 2020, and below is a summary of its findings and recommendations. The full evaluation report is attached as Annex K.

a) The project considered five cleantech categories (renewable energy, energy efficiency, waste recovery, water use efficiency and green buildings). This choice is relevant insofar as it covers the key strategic areas that are: resource efficiency (water and energy), the circular economy and sustainable construction. However, it is recommended that a weighted selection be made based on the suitability of projects subject to GHG emission reduction while ensuring their commercialization. The dominance of the category 'waste recovery' corresponding to a major concern of the country, may not allow scale-up and development of entrepreneurs given the lack of source-sorting and the financial viability of small-scale composting and bio-mechanization projects. In line with initiatives undertaken by the Department of Environment, this waste recovery category could be directed, in the next phase, towards the recycling and recovery of plastic waste from different sources. Considering a new category of Sustainable Mobility is also recommended.

b) In order for the project to help reduce regional disparities and respond to specific regional issues, it is strongly recommended to 'regionalize' cleantech acceleration. In other words, instead of having a national programme, regional cleantech acceleration programmes in various of regions are recommended. Through a multi-criteria analysis and opportunity mapping, 3 pilot regions could be identified for the next phase. This would involve innovation in governance by involving active deconcentrated entities at the level of these regions.

c) In the next phase or for future projects, it is recommended to contribute to the operationalization of the recommendations of the workshop on investments that was organized by the project in June 2018. This would mean setting up innovative financing mechanisms, adapted to both projects and create a guarantee fund to support the innovative enterprises during the first 5 years and secure the project through bank financing or direct investments. In relation to Venture Capital, it is strongly recommended to contribute to the operationalization of the Partnership Agreement concluded between MEME/DE, the Autorité de Contrôle des Assurances et de la Prévoyance Sociale (ACAPS), and the

Moroccan Federation of Insurance and Reinsurance Companies (FMSAR). This convention aims to strengthen the collaboration between these three entities to promote green investment and support the climate and ecological transition. This will be achieved, as provided for in this agreement, through the integration of risks into business development plans.

d) The actors of the national ecosystem, with the support of the institutions concerned, should continue to support the 28 innovative projects to develop and sustain them. Indeed, since all innovation is linked to risks, any failure of this feat could create a precedent that will sow reluctance and fears among future youth entrepreneurs.

e) It is essential to establish a sustainability plan that considers, among other things, these lessons and recommendations. Moreover, sustainability activities should be formulated during the project design phase.

32. Feedback from Moroccan stakeholders regarding their experience of the GEF-6 GCIP I also indicated that there was a need to support SMEs beyond the accelerator, which span business, technical, and finance aspects. There was also a wish to link to other countries. Although work was done on strengthening the national ecosystems, more still needs to be done and further policy improvements are required.

33. Since 2010, the Government of Morocco has implemented many measures to foster innovation and support SMEs. Yet, there is still a need to develop further incentives to strengthen cooperation between the academic, public, and private spheres. Increased promotion and adoption of clean technology innovations will strengthen the Moroccan economy's climate change resilience, while also having economic and social benefits through supporting entrepreneurs and innovation, beyond individual sectors and regions. The positive impacts of such interventions are magnified when applied to SMEs, which are particularly vulnerable to climate change.

National Baseline Initiatives

34. Partnerships and close consultations with national stakeholders are critical in order to maximize synergies and share knowledge and best practices that can enhance the contribution of cleantech start-ups towards climate change mitigation, while increasing productivity and generating growth and wealth. The importance of partnerships and stakeholder engagement are also fully recognized through Sustainable Development Goal 17 which highlights the value of partnership for achieving goals. There are a number of initiatives at national level with which the GCIP 2 Morocco could liaise, as below.

Initiative	Description
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<p>NUMA Casablanca www.numa.co</p>	<p>Started in 2015 as a joint venture with Impact Lab (a Moroccan incubator), with a focus on entrepreneurship with a strong social and environmental impact, NUMA Casablanca is pioneering an open innovation approach in Morocco and in the wider region to create a sustainable innovation dynamic in Africa. It offers training sessions and bootcamps for entrepreneurs and aspiring entrepreneurs, and hosts local and international events, organizes start-up competitions, connects experienced mentors with start-ups, and contributes to the establishment of a network of like-minded people to foster collaboration and collective learning in the Moroccan start-up ecosystem.</p> <p>This initiative provides a good pipeline of cleantech entrepreneurs as potential participants and beneficiaries of GCIP Accelerators and the surrounding support services, and also GCIP 2 Morocco proposes the delivery of post-competition services in collaboration with NUMA.</p>
<p>Dare Inc. http://dareinc.mcise.org/</p>	<p>Established in 2015 in Rabat, Dare Inc. is an incubation and acceleration platform launched by the Moroccan Centre for Innovation and Social Entrepreneurship (CISE, www.mcise.org). It supports social start-ups focusing on energy, agriculture, and recycling. To date, the programme incubated over 45 projects and supported the creation of more than 22 companies.</p> <p>The social entrepreneurship awareness raising and trainings conducted through CISE has increased Morocco's national capacity for seizing business opportunities that arise in addressing socio-economic and environmental challenges.</p>
<p>Espace Bidaya www.bidaya.io</p>	<p>Established in Casablanca in 2015, this Social Green Tech Incubator is part of an international network of incubators, GROUPE SOS Pulse. Espace Bidaya has supported more than 40 start-ups with a strong social or environmental impact, and is an important stakeholder for GCIP 2 Morocco that can contribute to strengthening expertise in accelerating business growth for cleantech solutions.</p>
<p>Emerging Business Factory www.emergingbusinessfactory.com</p>	<p>This incubator/co-working space was established in December 2015 in an old textile mill in Marrakesh. It is the first private incubator of its category in the south region of Morocco and one-of-a-kind for the country. It works with start-ups for some funding, training, and offers a workspace in exchange for shares, following a model similar to that of 50 Partners, the Parisian accelerator on which its design is based (linked to its co-founder).</p> <p>This initiative provides informative baseline for the decentralization approach of GCIP 2 Morocco as it has local hubs in multiple regions of Morocco.</p>

<p>Moroccan Information Technopark Company (MITC)</p> <p>www.technopark.ma</p>	<p>The result of a public-private partnership, MITC has supported the creation and development of companies in ICT, Green Tech, and Morocco's cultural sector. It has supported nearly 800 companies in Casablanca, over 80 in Rabat, and 20 companies in Technopark Tangier. MITC permanently hosts 280 start-ups and SMEs, which employ nearly 2,000 people who are less than 30 years old, on average age. Following a strategy of regional replication, Technopark opened in Rabat in 2012, in Tangiers in 2015, and planned to open in Agadir in 2019.</p> <p>This initiative forms an important baseline for advanced and post-Acceleration services, as well as decentralization through local hubs in multiple regions of Morocco.</p>
<p>Centre for Entrepreneurship and Executive Development (CEED Maroc)</p> <p>www.ceed-morocco.org</p>	<p>Launched in 2013, CEED provides Moroccan entrepreneurs with business know-how through its accelerator programmes and connects participants to mentors and a community of entrepreneurs that can help take their small businesses to the next level. CEED is distinguished by its combination of market connections, community engagement, capacity building, and access to capital.</p> <p>CEED Morocco has partnered with USAID to provide the learnings and support needed for entrepreneurship to continue to develop in Morocco. This has included partnering with major stakeholders in the private sector and running pitch competitions and job fairs to connect them with young entrepreneurs and start-ups. The center has also put a significant focus on women entrepreneurs with the WeInspire program, funded by the US Department of State and several private foundations, which leads focused programming and training for women. The center had 34 active members in 2019 another 315 enterprises and entrepreneurs who engaged in center programming throughout the year.</p>

35. The incubators and accelerators list above will be an important partner group for GCIP 2 Morocco. They mostly focus on the early-stage support space for businesses in all sectors, and play a crucial role in creating a culture and capacity of Morocco's private sector for innovation and entrepreneurship. GCIP 2 Morocco will build on this baseline to provide specialized support tailored for cleantech enterprises with high impact potential for climate mitigation. Some existing incubators and accelerators also have created a culture and awareness for impact driven businesses, which will serve to provide a quality pipeline of cleantech innovations that can benefit from GCIP 2 Morocco's diverse range of acceleration services. Also, the human capital and experience accumulated in Morocco through these initiatives form a baseline for Morocco's national capacity for business acceleration and investment facilitation support. GCIP 2 Morocco will benefit from this expertise, to create a pool of experts that not only understand the overall business and market context of Morocco, but can also guide entrepreneurs in navigating the cleantech ecosystem of Morocco.

36. In addition to accelerators and incubators, there are a diverse range projects, programmes and institutions that form a valuable baseline for this project to build on and benefit from, as described below.

Initiative	Description
<p>Industrial Cluster for Environmental Services (CISE Maroc)</p> <p>www.cisemaroc.org</p>	<p>CISE-Maroc is a concentration of cutting edge and environmentally conscious corporations that work together with public, higher education and research institutions to support the greening of environmentally unfriendly industrial sectors and guide investment into green ventures.</p> <p>This network of environmentally conscious private sector technology providers is a crucial segment of the cleantech ecosystem, that can benefit from strengthened connectivity with the broader cleantech ecosystem. Further, engagement in component 2 of GCIP 2 Morocco will be crucial to ensure that private sector perspectives are well represented in the assessment of the ecosystem, and the policy dialogues.</p>
<p>Cluster Solaire</p> <p>http://www.clustersolaire.ma</p>	<p>Launched in 2009, this non-profit organization of actors in Morocco's solar energy sector is an innovative platform that supports green energy companies across Morocco and the MENA region in their effort to design new technologies that reduce carbon emissions. The organization contributes to capacity building and development of industrial skills in the fields of solar and green technologies through its Green Business Incubator (to provide support to future entrepreneurs), Green Business Booster (a co-funding programme and technical assistance to develop innovative green products), Green Business Network (online networking platform), Green Business Advisory (capacity building programme).</p> <p>This sectoral association is a best practice that can be replicated to other technology sectors. By mobilizing professional organisations, industry, researchers and academics, Cluster Solaire brings together multiple resources and expertise, encourages collaboration, and fosters synergies between public and private stakeholders. GCIP 2 Morocco will benefit from the experience of Cluster Solaire in facilitating connections among diverse stakeholders, and will build on this to provide a national hub for all technologies to benefit from.</p>

<p>Green Value Chain Programme https://www.ebrd.com/news/2020/ebd-and-gcf-boost-green-economy-and-value-chains-in-morocco.html</p>	<p>The European Bank for Reconstruction and Development (EBRD) ? supported by the Green Climate Fund (GCF) ? is promoting the competitiveness of small businesses and investments in the green economy in Morocco with the provision of a comprehensive financial package of up to ?10 million to Bank of Africa ? BMCE Group. This package, of which a total of ?7.5 million will be provided by the EBRD and ?2.5 million by GCF, will be extended as sub-loans by Bank of Africa and its leasing subsidiary Maghrebail to local small and medium-sized enterprises (SMEs) that plan to invest in energy and resource efficiency projects and develop their participation in regional value chains.</p> <p>This initiative creates a market demand for cleantech solutions, as SMEs seeking to benefit from this initiative will be looking to invest in energy and resource efficiency solutions.</p>
<p>Green INNOBOOST 2.0 Programme http://www.iresen.org/download/GIB2.0.pdf</p>	<p>Led by l'Institut de Recherche en Energie Solaire et Energies Nouvelles (IRESEN), this programme offers project leaders technological support as well as support for the industrialization and marketing of their green innovation through two channels:</p> <ul style="list-style-type: none"> a) Innov IDEA: Grant and loan for financing the proof of concept/business model of innovative project leaders or innovative start-ups b) InnovDev: Participatory loan to finance investment and operation for the concepts demonstrated. <p>This initiative forms a baseline for investment mobilization for GCIP 2 Morocco, especially for cleantech solutions in product development or piloting phase.</p>

<p>Fonds Innov Invest (FII)</p> <p>www.ccg.ma</p>	<p>FII is a mechanism dedicated to the financing of seed and innovative start-ups set up by the Moroccan government with the support of the World Bank, and managed by the Caisse Centrale de Garantie (CCG). It aims at filling the gap in the financing chain of the early stages of creation of start-ups and innovative projects. The FII operates in three main areas covering venture capital, seed loans, and technical assistance through i) support to project leaders through grants and loans of honour, ii) support to start-ups through equity, repayable advances, equity loans and investment, iii) support for fund management companies and ecosystem players through technical assistance.</p> <p>This initiative not only forms a baseline for investment mobilization and financing of cleantech enterprises, but also synergies are expected in providing advanced investment mobilization support for GCIP alumni enterprises with high impact potential.</p>
<p>Intelak</p> <p>www.intelak.com</p>	<p>Intelak is a support program for entrepreneurs and very small and medium enterprises (SMEs), launched in January 2020 under royal instructions, which offers loans with an interest rate of 2% in urban areas and 1.75% in rural areas. No guarantee is required, and application fees are free of charge.</p> <p>This forms an important baseline for GCIP 2 Morocco, as it provides financing for entrepreneurs at very early stages, especially in rural areas and it is expected that early-stage innovations identified and supported through the local hubs may be eligible for this financing support.</p>

<p>German-Moroccan Cooperation in R&D and Innovation https://www.bmbf.de/en/morocco-2283.html</p>	<p>The joint German-Moroccan programme PMARS (Programme Maroc-Allemand de Recherche Scientifique) promotes cooperation between German and Moroccan institutions in the areas of education, research and technology. Both sides are supporting not only new but also existing partnerships in fields of mutual interest such as environmental research, renewable energy, and health research. Since 2017, support was provided to 17 projects which increase synergy in joint priority areas and foster young research talent in particular. In September 2020, focus was renewed to funding research projects that enable innovation through international cooperation projects. Morocco is one of the target countries of the "CLIENT II ? International Partnerships for Sustainable Innovations" programme under the "Research for Sustainable Development" framework programme of the German Federal Ministry of Education and Research (BMBF). The programme aims to encourage demand-based research and development cooperation with partners in selected emerging and developing countries. Thematic priorities of cooperation with Morocco in CLIENT II include i) climate action/energy efficiency, ii) adaptation to climate change, iii) sustainable land management, and iv) sustainable energy systems.</p> <p>The focus of this initiative is on involvement of SMEs in the innovation process, and forms a baseline for the project in ecosystem connectivity across borders for technology cooperation and investment mobilization. In addition, the innovations stemming from this initiative could be candidates for support under the GCIP 2 Morocco acceleration services.</p>
<p>Optimal integration of renewable energy sources into the Moroccan power grid https://www.giz.de/en/worldwide/86943.html</p>	<p>Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) in 2020, this project aims to develop solution approaches and mobilize the capacity required for the targeted integration of renewable energy. In particular, the project trains grid operators in the latest innovations that guarantee higher rates of renewable energy integration, which includes awareness raising and information sharing, and launching of an innovation network.</p> <p>This project is expected to create awareness on the benefits of RE technologies and therefore increase the market demand for innovative RE solutions among grid-operators. This is a welcome baseline, and the innovations supported under GCIP 2 can respond to this increasing market demand.</p>

<p>USAID-Morocco Country Development Cooperation Strategy https://www.usaid.gov/morocco/cdcs</p>	<p>USAID and the Government of Morocco developed the Country Development Cooperation Strategy (CDCS 2020-2025) to support key development objectives in areas such as governance, economic growth, community resilience, and education.</p> <p>Of particular relevance to this project is Immediate Result area 2 (IR2), which focuses on enhancing business and livelihood opportunities in Morocco. The CDCS employs a regional approach, similar to the local hub approach of GCIP 2 Morocco, in order to position regions as destinations of domestic and foreign investments. CDCS aims to strengthen the regional business environment through simplification of investment procedures and the promotion of the regions as interesting destinations for investment and businesses' growth.</p> <p>Building on this baseline, GCIP 2 Morocco will be able to work with local hubs established under outcome 1 in facilitation of investment for the cleantech enterprises at the regional levels.</p> <p>IR2 also focuses on promotion of entrepreneurship and innovation to address the unemployment issue, by unlocking regional opportunities and bringing jobs or enterprise development opportunities to regions. CDCS especially seeks to work with the untapped pool of youth, and supports efforts to enable entrepreneurship and innovation ecosystems. This approach is also fully aligned with the objective of GCIP 2 Morocco in promoting youth entrepreneurship, and synergies are expected in particular when conducting the pre-Accelerators through the 4 local hubs.</p>
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37. Also noteworthy are new national initiatives to ease the barrier for SMEs to access credit. Although most schemes do not focus on cleantech enterprises, the increased interest in SME financing gives opportunity for GCIP 2 Morocco to work with financial institutions and investors in raising their awareness and increasing their expertise in reviewing business models for cleantech. Also, the diverse range of financing opportunities will allow GCIP 2 Morocco to support enterprises to find the best financing options for their business development stage. The available schemes for access to finance include the Central Bank's refinancing window for banks' loans to SMEs, targeting in particular companies in the industry sector and exporting firms. Commercial banks are also becoming more interested in working with SMEs. For instance, the Moroccan Bank for Foreign Trade (BMCE Bank), created the 'Club PME' to provide training to SMEs on financial products. BMCE Bank has also created a number of funds and products targeting SMEs. These include 'BMCE Business Express' (loans to cover short term needs, complemented by a guarantee from the CCG), the 'Fonds de soutien financier des TPME' (a co-finance mechanisms that looks to support companies going through punctual cash-flow difficulties, and focusing particularly on exporting companies), 'BMCE Cap Energie' (to finance projects in the energy sector), and 'Energy Lease' (to fund energy efficiency

investments). In 2013, Bank Al-Maghrib and the CCG established a fund to co-finance SMEs going through cash-flow difficulties. Since then, 406 companies have been supported for a value of MAD 2.6 million. The Central Bank has also created a refinancing window for SMEs, and Morocco SME has launched the programmes ?Imtiaz Croissance? and ?Istitmar Croissance?, which aim to support investment projects of industrial SMEs.

38. The emergence of these diverse range of actors is a positive signal for Morocco?s entrepreneurial ecosystem and each occupies an essential role in entrepreneurship promotion and support. However, as the ecosystem is still at a young stage, these actors are currently disconnected due to a lack of communication among the key players. As such, they operate insufficiently as an ecosystem, resulting in insufficient support for entrepreneurial activities. Therefore, on the one hand component 1 of GCIP 2 Morocco will leverage the good impact resulting from the work of initiatives to provide advanced support to cleantech enterprises, and on the other hand component 2 of GCIP 2 Morocco will enhance the connectivity among these actors and beyond, to strengthen Morocco?s cleantech ecosystem as a whole, thereby improving its capacity to support its enterprises.

Regional and International Initiatives

39. Initiatives that foster entrepreneurship and offer business acceleration services at regional and international levels also influence the cleantech innovation and entrepreneurship ecosystem of Morocco, especially in raising awareness of business opportunities in addressing social and environmental challenges, and providing best practices and case studies for benchmarking. Below is a selection of ongoing initiatives that contribute to an increased interest in the potential of entrepreneurship and innovation.

Initiative	Description
Prosper Africa https://www.usaid.gov/prosperafrica	<p>Launching in 2021 with the potential for up to \$500 million in funding over five years, USAID?s new Trade and Investment Program under Prosper Africa will offer a wide range of customized services, from business development and investment-facilitation to support for improved legal and regulatory frameworks. Through a continent-wide approach, with satellite offices that will support North and sub-Saharan Africa, this new program will deliver billions of dollars in new exports and investments and create thousands of new jobs.</p> <p>Morocco was announced as a regional hub for the Trade and Investment Program, and the prospect of such a fund to improve the business competitiveness in Morocco and the region is expected to increase interest in investment Moroccan SMEs, on which GCIP 2 Morocco's investment facilitation services will build in providing advanced acceleration support.</p>

<p>Mowgli Mentoring</p> <p>www.mowgli.org.uk</p>	<p>A non-profit organization covering 14 countries in the MENA region, Mowgli Mentoring has trained and matched 750 entrepreneurs. One of its current programmes (2017-2020), THE NEXT SOCIETY Mowgli Mentoring Programme, is aimed at strengthening innovation and entrepreneurship by training and building the capacity of pools of mentors who can support the growth of their beneficiaries and innovation ecosystems in Algeria, Egypt, Morocco, and Tunisia.</p>
<p>SwitchMed Euros</p> <p>switchmed.eu/start-ups-entrepreneurs/</p>	<p>The SwitchMed initiative was launched in 2013 to speed up the shift to sustainable consumption and production patterns in the Southern Mediterranean, notably through the promotion of circular economy approaches. The programme aims at achieving productive, circular, and sharing economies in the Mediterranean by changing the way goods and services are consumed and produced so that human development is decoupled from environmental degradation. Its activities benefit 8 countries in the Southern Mediterranean: Algeria, Egypt, Israel, Jordan, Lebanon Morocco, Palestine, and Tunisia. Through policy development, demonstration activities and networking opportunities, SwitchMed supports and connects stakeholders to scale-up eco and social innovations. The programme supports policy makers, eco-innovative small and medium sized enterprises, industries, start-ups, and entrepreneurs in the Southern Mediterranean countries, which have identified job creation and natural resource protection as priority issues that also contribute to their economic stability. The initiative is funded by the European Union and implemented by the United Nations Industrial Development Organization (UNIDO), the United Nations Environment Programme (UNEP) Economy Division, the United Nations Environment Programme Mediterranean Action Plan (UNEP/MAP) and its Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC). The initiative is carried out in close coordination with the Directorate-General for Neighbourhood and Enlargement (DG NEAR).</p>
<p>Network for Global Innovation (NGIN)</p> <p>www.ngin.org</p>	<p>NGIN is a global membership organization that includes incubators, technology parks, research institutes, universities, and corporations. Acting as a matchmaker (putting customers together with companies and investors with opportunities), NGIN assists members in locating, incubating, and expanding portfolio company solutions. It acquires mentors, advisors, coaches, and interim executives to assist entrepreneurial creativity and is working to build a global commercialization ecosystem focused on helping clean technology entrepreneurs collaborate and prosper. NGIN will be a technology and knowledge partner in running the GCIP accelerator programmes in some countries and will be a partner in connecting innovation ecosystems across GCIP countries.</p>

<p>Private Financing Advisory Network (PFAN)</p> <p>www.pfan.net</p>	<p>PFAN is a global network of climate and clean energy financing experts that aims to bridge the gap between entrepreneurs developing climate and clean energy projects and private sector investors. PFAN achieves this by providing free business coaching to projects, increasing the chances of attracting investment, and expanding its investor outreach. PFAN organises Investment Forums to showcase selected investment-ready projects to groups of investors and provides one-on-one Investment Facilitation services to investment-ready projects, shortening the path to further growth. PFAN will be partner in the GCIP, providing investment facilitation services for GCIP alumni who show traction across various countries so that they are able to mobilize investment and scale-up. This builds on a pilot collaboration initiated under GCIP-1 and will be systematically scaled up in GCIP-2. Alumni companies from GCIP-1 will also be linked to PFAN services.</p>
<p>Mission Innovation (MI)</p> <p>http://mission-innovation.net/</p>	<p>MI is a global initiative of 24 countries and the European Commission working to accelerate clean energy innovation. It has supported eight international Innovation Challenges with a mixture of prizes and facilitating of exchange between member country researchers (related to Smart Grids; Off-Grid Access to Electricity; Carbon Capture; Sustainable Biofuels; Converting Sunlight; Clean Energy Materials; Affordable Heating and Cooling of Buildings; Renewable and Clean Hydrogen). Support is focused on early-stage R&D. As part of GCIP-II, it is proposed to work with MI in Morocco as Morocco has recently joined the MI initiative and will, in part, support innovations aligned to MI's Innovation Challenges.</p>
<p>Solar Impulse Foundation</p> <p>https://solarimpulse.com</p>	<p>This foundation awards technologies with a label, which provides applicants with international recognition and showcasing opportunities. Unlike GCIP, the foundation does not provide mentoring or training support. UNIDO recently signed a Memorandum of Understanding with Solar Impulse Foundation to ensure that some of the GCIP alumni will be able to get a label from Solar Impulse Foundation, thereby increasing their visibility and external confidence in their innovations.</p>
<p>Cleantech Open (CTO)</p> <p>www.cleantechopen.org</p>	<p>CTO is a US-based accelerator that provides support specifically to cleantech entrepreneurs, investors, governments, and stakeholders from across the ecosystem, links entrepreneurs to markets and investors, and runs global events. A partner in GCIP under GEF 5 and GEF 6, CTO provided the initial platform for the national GCIP accelerators. Since its involvement in GCIP, it is no longer providing services in developing and transition economies as it is looking to mainly focus on activities within the North American market. For GCIP alumni companies exploring market expansion opportunities in the US, CTO may be a potential connection into the cleantech ecosystem of the US.</p>

<p>Clean Technology Climate and Network (CTCN)</p> <p>www.ctc-n.org</p>	<p>CTCN promotes the accelerated transfer of environmentally sound technologies (ESTs) for low-carbon and climate resilient development at the request of developing countries. CTCN offers technology solutions, capacity building, and advice on policy, legal and regulatory frameworks tailored to the needs of individual countries. Each supported project is relatively small, and support is provided at the national level rather than for cleantech entrepreneurs/start-ups.</p>
<p>World Bank Group's infoDev</p> <p>www.infodev.org</p>	<p>This programme supports high-growth entrepreneurs in developing countries. It includes several Climate Innovation Centres (CIC) and some matchmaking in the Caribbean, Ethiopia, Ghana, Kenya, Morocco, South Africa, and Vietnam. CIC activities vary significantly by country, including the focus on physical space (incubation) versus acceleration services. There is some knowledge sharing but it is not a global platform.</p>

<p>UNDP Accelerator Lab Network https://acceleratorlabs.undp.org/</p>	<p>In 2019, UNDP launched a learning network to address sustainable development challenges in 90 labs covering 114 countries. The Accelerator Labs identify problems to solve together with national partners. For example, the UNDP Accelerator Lab in Morocco organized a 2 day online hackathon to tackle COVID-19 challenges and opportunities (https://acclabs.medium.com/we-tapped-into-350-minds-across-6-time-zones-for-covid-19-heres-what-we-re-sensing-8651ecc56052).</p> <p>Examples of the Network's current work include:</p> <p>a) Solutions Mapping: In Serbia, new sources of data are used help the central government understand drivers of brain drain. In Uganda, deforestation is tackled by convening representatives from government and private companies managing natural resources. And in the Congo, 'Caravan of Innovation' is touring remote regions of the country to develop a comprehensive database of solutions developed by local citizens - the first of its kind in the country.</p> <p>b) Testing: Namibia team is testing out electric vehicles to reduce costs of ownership and explore options for using the cars to provide energy backup during local outages. The Lab in Bosnia and Herzegovina is conducting an experiment that bans single use plastics in the UN House to learn what works and what does not before scaling with national partners. UNDP India Accelerator Lab has formed a partnership to test out an air purification technology developed by a Singapore based start-up.</p> <p>c) Experimenting: Democratic Republic of Congo is testing whether homemade charcoal bricks can cut on deforestation and contribute to the reduction of gender-based violence. In Viet Nam, quick experiments showed what kind of recycling initiatives citizens respond to best, saving the local government money before large scale investment. In the Caribbean, the Labs are exploring whether sargassum seaweed could be used as a biodegradable alternative to single-use plastic.</p>
<p>Global Innovation Fund www.globalinnovation.fund</p>	<p>This non-profit innovation fund invests in the development, rigorous testing, and scaling of innovations targeted at improving the lives of the world's poorest people. It helps solicit innovative solutions to global development challenges from for-profit firms, non-profit organisations, researchers, and government agencies to maximise their impact and effect meaningful change. Support is provided at all stages of their lifecycle through grants, loans (including convertible debt), and equity investments ranging from USD 50,000 to USD 15 million. Support is not limited to cleantech but is limited to innovations that have clear, largescale social impact, i.e., improving the lives of those living on less than USD 5 a day.</p>

Ideas to Impact www.ideastoimpact.net	This action research programme is designing, implementing, and testing innovation prizes with the aim of inducing innovative solutions to development challenges in Climate Change Adaptation, Energy Access, and Water, Sanitation, and Hygiene (WASH). Prize winners receive cash but do not get the sort of mentoring, coaching and support to SMEs that GCIP provides. There is no project support offered with respect to policy and regulatory frameworks and the type of institutional capacity building that GCIP provides.
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40. The above initiatives form an important baseline for this project, as they contribute to raising client awareness on alternative cleantech solutions, thereby creating a market demand for cleantech products and businesses, that in turn increases investment willingness into cleantech. The advanced acceleration and investment facilitation services of GCIP 2 Morocco will leverage this increased market demand and investment appetite for cleantech products. Enterprises supported through GCIP 2 Morocco will also be encouraged to benefit from these regional and international initiatives on their commercialization journey as appropriate, in particular for the solutions that have market expansion potential.

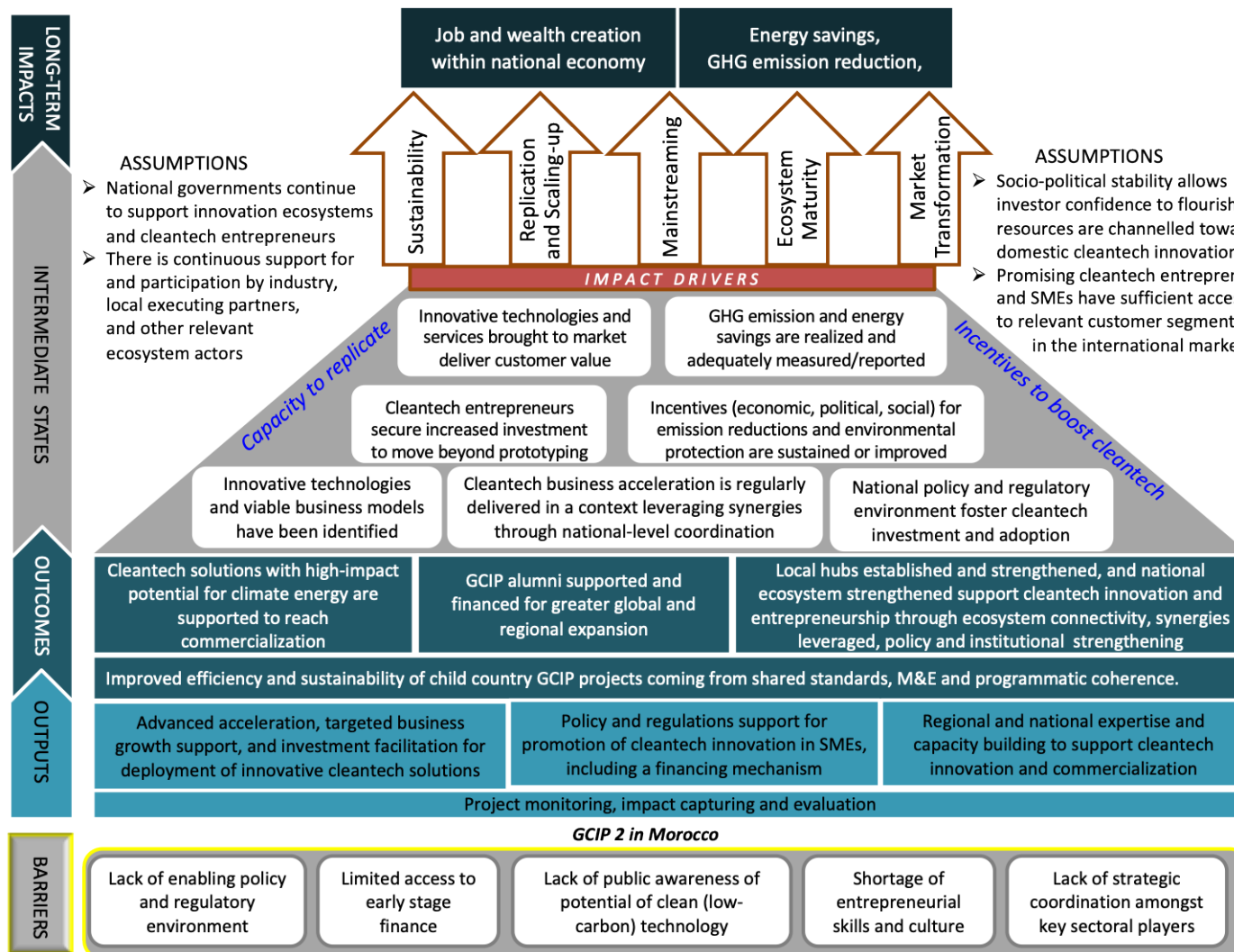
c. The proposed alternative scenario with a brief description of expected outcomes and components of the project

41. The proposed alternative scenario is the implementation of the *Programme for cleantech innovation and green jobs - Phase 2* in Morocco, which forms a part of the Global Cleantech Innovation Programme (GCIP) Framework. The Framework was approved by the GEF as a programmatic approach (GEF ID 10408), and the proposed project is developed as a child project under the GCIP framework to help cleantech enterprises (SMEs and start-ups) in Morocco to develop and scale up, to increase market adoption of cleantech innovations, thus leading to a reduction in GHG emissions and resource consumption. Furthermore, the project will facilitate increased investment, job creation and cleantech market development. This child project is referred to GCIP 2 Morocco henceforth.

42. As a child project under the GCIP Global Framework, GCIP 2 Morocco will link the cleantech innovation and entrepreneurship ecosystem (CIEE) of Morocco to the global network of CIEEs in other GCIP partner countries. It will also receive support from the GCIP global coordination child project (GEF ID 10461, hereinafter referred to as GCIP Global). More specifically, MEME/DE and 4C Maroc, selected as the main and supporting national project executing entities (national PEEs) respectively, will be supported by four global project executing entities (global PEEs), including PFAN (Private Financing Advisory Network), Network for Global Innovation (NGIN), Cleantech Group (CTG), and UNIDO.

43. The project has three components, in line with the GCIP Framework, which have been designed based on the current needs of developing countries and GCIP partner countries including Morocco, as well as recommendations from the GEF's independent evaluation of GCIP conducted in 2018, and with feedback from the previous nine GCIP country projects implemented between 2013 and 2019. Through the three components, the project will 1) transform early-stage innovative cleantech solutions

into scalable enterprises; 2) strengthen the capacities of CIEE stakeholders and connect them; and 3) engage with the GCIP Global to ensure programme coordination and coherence. The project's Theory of Change is pictured in the figure 1 below.



IF the above listed outputs are successfully realized; THEN: innovative cleantech is brought to market to deliver customer value, GHG emission and energy savings are realized and adequately measured/reported, cleantech entrepreneurs secure increased investment to move beyond prototyping, incentives (economic, political, social) for emission reductions and environmental protection are sustained or improved, innovative technologies and viable business models are identified, cleantech business acceleration is regularly delivered in a context leveraging synergies through national-level coordination, and national policy and regulatory environment fosters cleantech investment and adoption; BECAUSE: cleantech solutions with high-impact potential are supported to reach commercialization, start-ups and SMEs are supported through advanced and gender-responsive business growth and investment facilitation services, the CIEE in Morocco is strengthened and interconnected, and the efficiency and sustainability is ensured through coordination and coherence with other GCIP country projects, as well as impacts and progress are tracked and reported. Ultimately, the project will deliver multifaceted environmental and socio-economic high-level impacts, including job and wealth creation, energy savings, and GHG emissions reductions.

Figure 1: Theory of Change - Graphical and Descriptive Presentation

44. The GCIP approach in Component 1 especially, accelerates innovations that have highest GHG emission reduction potential and have highest chances of going to the market through a number of phases and together with its partners like PFAN, continually de-risks the enterprise's business model in order to increase the likelihood of investor interest. This is important to note since the sources of investment that the GCIP start-ups will be able to mobilize will depend on the alignment of the priorities of the institutions that have shown interest to invest. The objective underpinning the linkages established between GCIP and PFAN is to offer the ventures supported by the project a continuum of support services as they mature towards commercial viability and scaling up. GCIP combines a top-down (policy support) with a bottom-up (support for home-grown innovation) approach. It is technology-neutral and its theory of change is grounded in sustainability (incl. energy) transition theories and as such, the type of the innovations that are supported are not pre-determined. The final investment decisions are made between the start-up and the investor, once they find common value. A start-up may have several investors mixing public and private financing. The connection between the country child project and the Global project enables investors at a global level to also access start-ups from each country i.e., through activities like Investor Connect, National Forums and the Global forums.

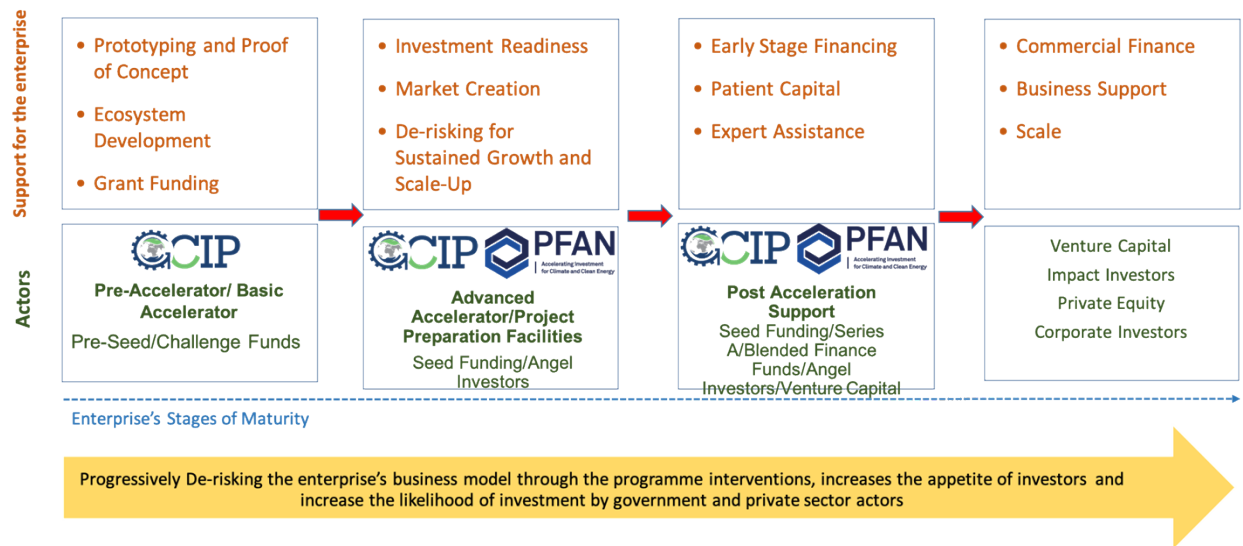


Figure 2: Start-up to Scale-up Journey, De-risking for Investment Readiness

45. In recent years, Morocco's innovation and entrepreneurship landscape has enjoyed growth and development due to government's increase in interest for business promotion and entrepreneurship, as well as technology innovation. In addition, many international and regional players have become active in Morocco, as described in the baseline section above. This project seeks to further strengthen the CIEE of Morocco by specifically addressing the below gaps:

a) Most business incubators and accelerators are based in main cities, creating an unbalanced development across Morocco, and innovators and entrepreneurs based in rural areas are disadvantaged. Through a decentralization and regional strengthening approach through establishment of local hub, GCIP 2 Morocco will ensure that innovators and entrepreneurs in provinces and rural areas are supported.

b) While there are a number of initiatives focused on green and environmentally friendly technology innovations in Morocco, there is no accelerator dedicated to accelerating businesses with solutions for climate mitigation with potential for transformational change. This is because solutions with high-impact climate mitigation benefits require development and production of hardware, which are often incompatible with incubation/acceleration models employed by most business support services. Therefore, while many IT and soft-ware based cleantech innovations are supported and commercialized and reap marginal gains, innovations based on hardware with transformational potential are discriminated against due to their longer development timelines and unfavorable return on investment horizons. GCIP 2 Morocco will address this gap through the multi-layered acceleration services (pre, standard, advanced, and post) as well as dedicated investment facilitation services provided by experts that understand the specifics and risk profiles of technology innovations entailing hardware production.

c) The growing number of cleantech, innovation and entrepreneurship initiatives are not well connected, and opportunities for synergies through partnerships, knowledge exchange and collaboration are not leveraged to the full. This also means that the entrepreneurs and innovators are often overwhelmed with the variety of services available, and are unable to navigate the ecosystem to find and receive the optimal type of support they require. GCIP 2 Morocco will continue to strengthen

the connectivity of CIEE actors within Morocco, as well as with CIEEs of other countries to maximize peer-learning, sharing of lessons learned and best practices, which are expected to result in technology co-innovation, cross-border expansion and investment, among other benefits.

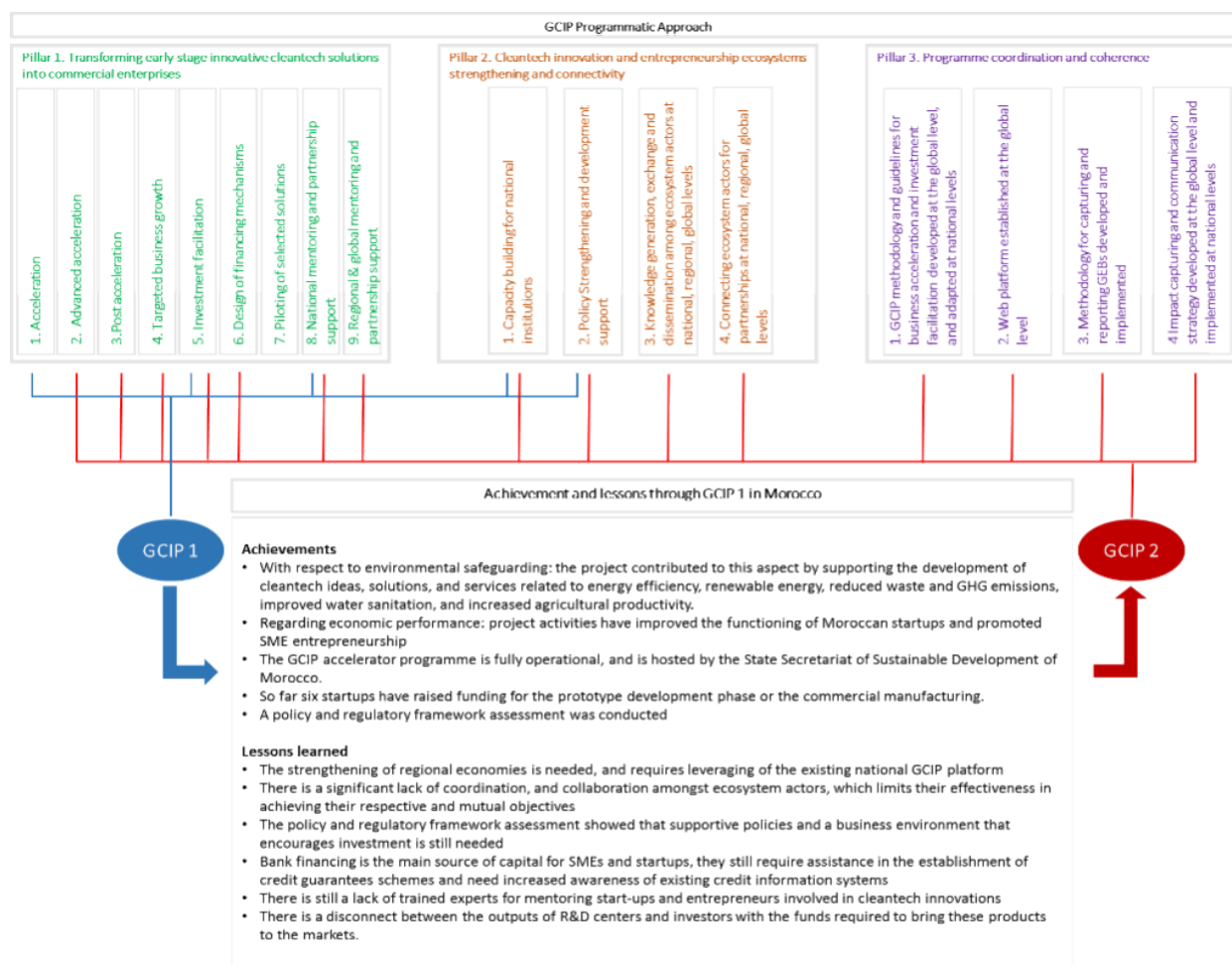
46. Further, start-ups and SMEs in Morocco face several barriers including: lack of an enabling policy and regulatory framework, limited access to early-stage finance, lack of public awareness of the potential of cleantech, shortage of entrepreneurial skills, lack of strategic coordination among key CIEE players, as pictured on the bottom of the graph above. In order to alleviate the above-mentioned barriers and contribute to long-term impacts for energy savings, GHG emission reduction, and job/wealth creation at the national level, the project will contribute by generating outcomes related to i) establishment and strengthening of local hubs and the national ecosystem which foster entrepreneurship and innovation; ii) cleantech solutions with high-impact potential for climate energy reaching commercialization; iii) supported innovators and innovations expanding in their regional and global reach; iv) efficiency gains and enhanced sustainability through a programmatic approach.

46. The project will adopt an inter-disciplinary holistic approach by engaging several stakeholders such as start-ups, SMEs, national ministries and institutions, academia and research centres, business associations, financing institutions, foundations, venture capitalists and utilities within and beyond Morocco and North Africa. The project will closely coordinate with GCIP Global, as well as other similar national and international efforts, as it is critical to maximize synergies and share knowledge and best practices that can help in enhancing entrepreneurs' contributions towards climate change mitigation, while increasing productivity and generating growth and wealth.

47. UNIDO's extensive experience in implementing GCIP over the years ensures investors' confidence in the quality and chances of success of the cleantech enterprises supported. This is in light of almost 10 years of experience and proven track records, as well as GCIP as a brand that is recognized and trusted internationally by investors. Moreover, the project will ensure integration of the Morocco's CIEE and the supported entrepreneurs in a global network of cleantech developers and investors. In addition, this child project also benefits from the learnings and evaluation recommendations from phase 1 of GCIP in Morocco under GEF-6 (implemented between 2016 and 2020, further referred to as GCIP 1 Morocco). A summary of key recommendations from GCIP 1 Terminal Evaluation Report (attached as Annex K) is provided in para 31 of the baseline scenario section above.

49. Figure 3 shows how this child project builds on existing achievements and lessons learned through GCIP 1 Morocco, and how GCIP Global will support GCIP 2 Morocco.

Figure 3: Linkages between GCIP 1 and 2 in Morocco, reflecting achievements and lessons learned



Project Approach

Decentralization and regional strengthening through local hubs

50. The child project will also reflect the Moroccan government's priority on the economic and social development of the country's regions. This corresponds to a key demand identified during GCIP 1 Morocco for expansion beyond the main urban centers of Rabat and Casablanca, and to strengthen communication resources and competencies to better target and engage entrepreneurs in all regions of the country for a higher level of private sector involvement. The child project also responds to the government's priority on fostering youth and entrepreneurship, which is aligned with His Majesty the King, Mohammed VI, King of Morocco's directives.

51. In this context, GCIP 2 Morocco will employ a local (sub-national region) approach. By distributing GCIP 2 Morocco activities and resources to the regional level, the possibility for the country's different regions to access and benefit from GCIP services will be enhanced, together with building the capacities of local support structures and innovation ecosystems. The project will also provide opportunities to link the country's New Roadmap for Vocational Training, which foresees the establishment of a City of Professions and Skills, which reflects the dynamic efforts of Morocco to achieve advanced regionalization, aimed at strengthening local infrastructures and skills for the

sustainable development of territories in every region of Morocco. These multi-sectoral and multifunctional structures are expected to become a strategic lever for competitiveness and a key mechanism to integrate the youth into working life. These new cities are expected to focus on training that is in line with the specificities and potential of each region.

52. Localization will be achieved by grouping regions into 3-4 ?groups? of regions with similar policy and market conditions. Regional activities will be carried out with local partners (support structures, incubators, etc.) and locally supervised by the MEME?s Regional Environmental Directorates in coordination with 4C Maroc. In particular, MEME/DE will play a key role in guiding and facilitating the regional approach. MEME/DE will select the pilot region for establishment and application of the regional hubs and their operation. SDDD will also operate a platform to coordinate the work in innovation, entrepreneurship, and job creation to promote synergies as well as leverage the complementarities of the various ecosystem players. This platform would be used to connect policy makers, innovators, financiers, etc. across Morocco. Output 1.1.3 details the design of the regional approach further.

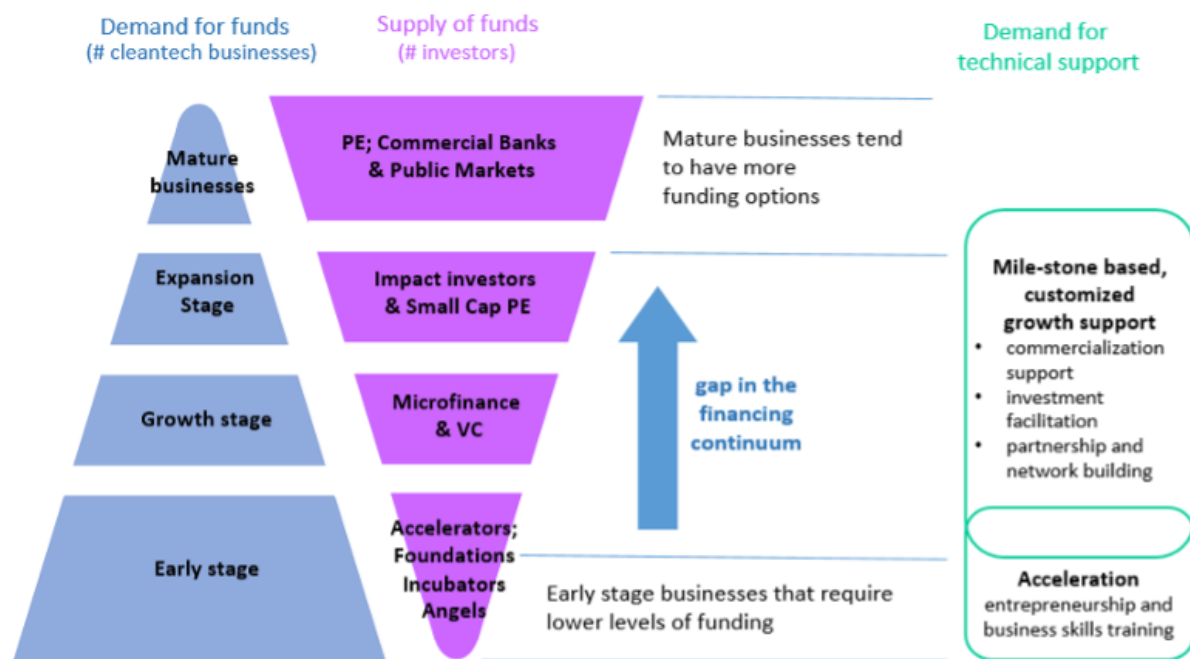
Project Description

Component 1: Transforming early-stage innovative cleantech solutions into commercial enterprises

53. Component 1 aims at providing direct support to early-stage enterprises to enhance their capacity and competitiveness, and to leverage market opportunities. More specifically, Outcome 1.1 focuses on entrepreneurial training and business acceleration support to individuals and teams with innovative cleantech solutions, and Outcome 1.2 focuses on investment facilitation services for cleantech enterprises at a growth stage that demonstrate market traction and sales evidence, and can benefit from specialized support.

54. The diagram (figure 4) below shows the types of assistance required by cleantech enterprises, depending on their stage of growth.

Figure 4: Demand for funds and technical support per development stage



55. For clarification, a brief overview of the available GCIP business acceleration support is provided in the table below.

Table 4: Overview of the available GCIP business acceleration support

The **Pre-Accelerator** consists of activities that enable formation of early-stage teams, as well as assist them to develop initial concepts and undergo their validation (i.e., proof of concept). This type of support encompasses workshops, hackathons, start-up camps, and mini competitions. The Pre-Accelerator takes place before the launch of the main GCIP Accelerator, leading to an increased number of high-quality applications. In GCIP 2 Morocco, Pre-Accelerators will be conducted through local hubs.

The **Accelerator** is a four to six-month curriculum designed specifically to support cleantech innovators to develop viable business models, and thus transform their ideas into fast-growing scalable and investable enterprises. Through the GCIP Accelerator, a cohort of cleantech innovators with a high-impact potential is identified and invited to receive intensive business and entrepreneurship training (as a group training in the framework of the GCIP National Academy), mentoring, and coaching based on the state-of-the-art international expertise, in particular with the aim to a) improve their business skills and investor pitch, b) connect them to potential business partners, financiers, and investors, c) maximize the expected net climate benefits of their solutions.

The **Advanced Accelerator** is a service offered to selected entrepreneurs participating in the Accelerator and it is focused on providing tailored and needs-based individual support rather than a group training, mentoring, and coaching. The Advanced Accelerator is time-bound and outcome-focused, i.e., there are concrete milestones that need to be achieved within a specific timeframe. The support is provided by one or several Executives in Residence (EIR) that are senior practitioners (executives or entrepreneurs) with hands-on experience in scaling up cleantech enterprises, and it is focused on problem-solving, i.e., tackling very specific operational, financial, and strategic issues.

The **Post-Accelerator** provides entrepreneurs with assistance in four related, but not necessarily linear dimensions: advanced business growth and commercialization, investment readiness, market readiness, and technology readiness. More specifically, a series of trainings (on corporate partnerships and government relationships, international market entry, mergers and acquisitions, exit strategy, challenges specific for selected industry sectors, etc.); needs-based activities; and technology verification, product development, and testing facility support are offered.

56. To ensure coherence and to achieve the highest impact potential of GCIP interventions along the start-up to scale-up journey of a cleantech enterprises, detailed eligibility criteria for the above-mentioned types of support are defined in the framework of the GCIP Global, and adapted to GCIP 2 Morocco. These will be related to the proof-of-concept requirements; level of technology readiness (TRL); business and market readiness levels (BRL/MRL); market potential; proof of evidence of business growth; environmental and social impact potential; and effectiveness of environmental and social risk mitigation measures, among others. The criteria will also include definitions of start-ups and SMEs, as well as they will be in line with the GEF-7 programming directions and in particular with the entry points for the Climate Change Focal Area Strategy including: a) de-centralized renewable power with energy storage, b) electric drive technologies and e-mobility, c) accelerating energy efficiency adoption and d) cleantech innovation.

Outcome 1.1: Early-stage cleantech innovations are accelerated at local and national levels

57. Early-stage cleantech innovations with high impact potential will receive business acceleration support for increased market and investment readiness. To enable this, the GCIP 2 Morocco will receive assistance from GCIP Global, which will encompass provision of guidebooks for operation and management of the GCIP 2 Morocco Accelerator, Advanced Accelerator, and Post-Accelerator.

Output 1.1.1

The three GCIP guidebooks are adapted for Morocco

58. The GCIP guidebooks (for Accelerator, Advanced Accelerator, and Post-Accelerator) developed under the GCIP Global will be comprehensive documents that articulate the GCIP approach to promoting cleantech innovation and entrepreneurship in developing countries. As such, they will guide the operation and management of the GCIP 2 Morocco Accelerator, Advanced Accelerator, and Post-Accelerator, in that they will serve as practical guidelines that include proposed schedules; eligibility requirements and selection criteria for the participants; competition rules; training curricula and handbooks for applicants, experts (mentors, trainers, judges), and EIRs. The guidebooks will be shared with the PMU and appropriate training will be provided on their adaptation and use.

59. The GCIP guidebooks will be reviewed and adapted for use by the PMU (i.e., the GCIP 2 Morocco guidebooks will be developed), to reflect the context of Morocco CIEE including market conditions, policy environment, development priorities, technology focus, and local examples. In addition, the GCIP 2 Morocco Accelerator, Advanced Accelerator, and Post-Accelerator training curricula and delivery format will be customized to meet national needs, with support from the GCIP

Global. Existing materials from GCIP 1 Morocco will be reviewed and incorporated into the GCIP 2 Morocco guidebooks as appropriate.

60. The GCIP 2 Morocco guidebooks will be finalized in consultation with the government, business and civil society organizations, and other relevant stakeholders in the CIEE. Moreover, the guidebooks will be translated into French for wider dissemination and use within Morocco and other French speaking countries in the region. Suggestions for improvement of the GCIP Global guidebook will be shared by the PMU with the GCIP Global.

61. With due consideration of the framework conditions developed by the GCIP Global for each type of the available GCIP support, the GCIP 2 Morocco guidebooks will set the final selection criteria for the Accelerator, Advanced Accelerator, and Post-Accelerator.

62. In terms of priorities, this project will focus on cleantech innovation aligned with GEF-7 priorities i.e., e-mobility, renewable energy based mini-grids with storage, and energy efficiency in buildings. Based on stakeholder consultations, the technology focus of GCIP 2 Morocco will place particular emphasis on cleantech solutions in the following areas:

- a) Smart agriculture and food systems, which aim to avoid further land degradation and ensure restoring land
- b) Low-carbon energy systems, which seek to introduce and disseminate energy efficient technologies and renewable energy sources to increase the energy demand supply while thereby decreasing GHG emissions
- c) Urban design and sustainable cities, which support appropriate management tools and technologies for resilient, inclusive, and resource-efficient cities that contribute to local liveability, global public goods, and e-mobility.

63. In support of this output, the following support will be provided by NGIN to the PMU at no additional cost:

- a) GCIP guidebooks for Accelerator, Advanced Accelerator, and Post-Accelerator, including e.g., proposed schedules; eligibility requirements and selection criteria for the participants; competition rules; training curricula and handbooks for applicants, experts (mentors, trainers, judges), and EIRs
- b) tools for (i) assessment of needs of GCIP Morocco entrepreneurs (applicants, participants, and alumni), and (ii) planning and monitoring of key GCIP Morocco events

Output 1.1.2

Pool of cleantech innovation and entrepreneurship experts (trainers, mentors, judges - at least 30) is trained and certified to support the GCIP Morocco Accelerator

64. Developing a pool of cleantech innovation and entrepreneurship experts to act as trainers, mentors (generalists and specialists), and judges is critical for ensuring the effectiveness of the GCIP 2 Morocco's Pre-Accelerator, Accelerator, Advanced Accelerator, and Post-Accelerator. The experts will also become key stakeholders in Morocco's CIEE, and therefore are expected to positively influence the cleantech innovation and entrepreneurship initiatives at the regional and national levels. It

is expected that a strong pool of cleantech experts at the national level will ensure the long-term sustainability of the GCIP 2 Morocco by contributing to the overall strengthening of Morocco's CIEE.

65. Mentors/judges/coaches that supported GCIP 1 Morocco accelerators, as well as the alumni of past GCIP accelerators will be encouraged to participate in the training and certification, as well as stakeholders active in the framework of other regional and national innovation and entrepreneurship initiatives to enrich the calibre and breadth of the pool of experts to be certified.

Mentors/judges/coaches that already received similar training through GCIP 1 may be eligible for certification if they satisfy the certification criteria and standards.

66. The cleantech innovation and entrepreneurship expert training and certification system, developed by the GCIP Global, will be shared with GCIP 2 Morocco. The system will include training curricula/materials, guidance on the training delivery methods, as well as certification requirements, all of which will be tailored to the needs of different expert groups (trainers, mentors, judges).

67. The cleantech innovation and entrepreneurship expert training and certification system will be reviewed by 4Cs Maroc, with support from the GCIP Global, and adapted for the GCIP 2 Morocco with the view to addressing specific national needs and ensuring synergies with other existing training and certification systems. Also, relevant documents will be translated into French to prompt wider circulation and use.

68. The PMU will receive support from GCIP Global in the operationalization of the training and certification system, including webinars and guidance on the provision of the first training and certification cycle (with some follow-up support in Year 2). A total of 30 experts (trainers, mentors, judges) will be trained and certified with at least 30% women. Of the 30 experts certified through GCIP Morocco, at least 15 experts will be accredited by GCIP Global.

69. In support of this output, the following support will be provided by NGIN to the PMU:

- a) assessment framework for evaluation of cleantech experts (trainers, mentors, judges) for GCIP at national levels
- b) assessment framework to facilitate cleantech expert accreditation at global institutions/initiatives
- c) capture recommendations from GCIP Morocco experts (trainers, mentors, judges) to ensure continuous improvement of the GCIP cleantech innovation and entrepreneurship expert training and certification system

Output 1.1.3

Four local hubs established under GCIP Morocco to support the formation of local innovation ecosystems

70. To further strengthen local ecosystems of innovation and entrepreneurship, this project will establish local hubs that can be more geographically accessible to innovators and entrepreneurs across the country, and in addition provide tailored services with better understanding of the local market and policy conditions.

71. In Year 1 of the project, MEME/DE will continue discussions with the pre-identified 4 regional ?groups? that share similarities in its market and policy conditions, as well as the types of environmental and development challenges experienced at the local levels. The project will establish local hubs in four pilot regions, which are expected to serve the urban centres and surrounding areas. The pre-identified regions groups before start of project implementation are i) Tangier, ii) Fez, iii) Rabat and Casablanca, and iv) Essaouira and Agadir, and the exact location and regional groups will be confirmed upon further in-depth consultations and validation process in Year 1 of the project. The local partners will also be confirmed during this process, ensuring that they have the strategic mandate and adequate capacity to serve as local hubs of GCIP 2 Morocco.

72. The local hubs will strengthen the national platform by securing a wider geographical coverage and reflecting the technology priorities of different municipalities, which will, in turn, yield a widened scope for clean technology needs and applications considered by stakeholders. Additionally, the exchange and sharing of best practices among the local innovators, businesspeople, academia, and government representatives will result in a more holistic and inclusive approach to foster clean technology applications across Morocco.

73. The PMU will further review and adapt the GCIP Morocco guidebooks (developed under 1.1.1) to include dedicated sections on local level operations of the annual GCIP Accelerator. The GCIP Morocco Accelerator guidebook will include dedicated sections for local level operations, the interactions among the local hubs, as well as interactions between the local hubs and the national GCIP activities and the PMU.

74. Local activities will be conducted by the local hubs (support structures, incubators, etc.) based on the guidelines provided by the PMU, and will be locally supervised by the MEME?s Regional Environmental Directorates in coordination with the PEE.

75. With support from NGIN, the PMU will train and capacitate the local hubs to conduct the local activities of the GCIP Accelerator. This will entail adaptation of the training materials and resources for PEEs provided by NGIN. As Morocco has ample experience and expertise in conducting GCIP Accelerators, this project will focus on transferring the accumulated capacity and knowledge to the local hubs.

Output 1.1.4

Three cycles of the annual competition-based GCIP Morocco accelerators conducted through the local hubs to identify and support high-impact technologies and business model innovations into market-ready businesses (at least 60 semi-finalists)

76. Three annual cycles of the GCIP Morocco Accelerators will be conducted, based on the GCIP Morocco guidebooks (developed under output 1.1.1). The timing of the cycles will be guided by the GCIP Global to ensure appropriate coordination across different child projects. First cycle of GCIP 2 Morocco Accelerator is expected to take place in Year 2 of the project implementation.

77. In general, the GCIP Global will support the PMU in establishing and conducting the first cycle of the GCIP 2 Morocco Pre-Accelerator, Accelerator, Advanced Accelerator, and Post-Accelerator. As Morocco already has ample experience and accumulated experience in conducting the Accelerator at the national level, assistance from the global PEE will be in will be phased out in the second cycle, as it

is expected that the relevant national institutions will be capacitated to be fully independent in the next years.

78. To strengthen the local approach, pre-Accelerators will be conducted by the local hubs in the respective regions in advance of the annual national Accelerator. The Pre-Accelerators will draw on local structures, networks, and mentors to identify and prepare entrepreneurs for the national-level Accelerator. The Pre-Accelerator support will be provided to all interested innovators and entrepreneurs (target 30 participants per region). This will develop a pipeline of cleantech entrepreneurs at the local levels, and contribute to higher-quality solutions applying to the national Accelerator. The Pre-Accelerator will be designed as a 10-day (7 days virtual/3 days in-person) programme held each year 6-8 weeks prior to the GCIP 2 Morocco Accelerator application deadline.

79. GCIP 2 Morocco Accelerator is a four to six-month curriculum designed specifically to support cleantech innovators to develop viable business models, and thus transform their innovative solutions into fast-growing scalable and investable enterprises. The semi-finalists will receive intensive business and entrepreneurship training through the local hubs, that include mentoring and coaching services based on the state-of-the-art international expertise, in particular with the aim to a) improve their business skills and investor pitch, b) connect them to potential business partners, financiers, and investors, c) maximize the expected net climate benefits of their solutions.

80. It is expected that each GCIP 2 Morocco Accelerator cycle will receive around 150 applications country-wide, with higher numbers of applications expected in the later cycles. The applications will be received and processed through the four local hubs, as well as the selection of the semi-finalists, with oversight and support from the PMU. Participants of the Pre-Accelerator will not be given extra advantage in the selection, but they are expected to produce higher quality applications due to training received.

81. From these applications, around 10-15 semi-finalists will be selected in each of the four regions to receive support (total of 40-60 semi-finalists per cycle country-wide). The cohort of semi-finalists will first receive support from the local hubs, and after a series of mentoring and coaching sessions Round 1 judging will take place at the local hubs to select 3-5 finalists (12-20 finalists overall). Selection of finalists will be through an independent judging panel, based on their evaluation of the business plans and/or pitches delivered by the semi-finalists with the support from their trainers and/or mentors. The local finalists will receive further support from the local hubs in preparation for Round 2 judging, which will be conducted at the national level as part of the annual GCIP Morocco Forum.

82. The finalists selected through Round 1 judging will be invited to the annual GCIP Morocco Forum, organized by the PMU as the final step of each Accelerator cycle. Round 2 judging will take place at the GCIP Morocco Forum to select the national winner of each cycle, and runner(s)-up. The selection criteria and prize categories will be determined as per guidelines in the GCIP Morocco Accelerator guidebook at the beginning of each cycle, and an independent judging panel will evaluate the finalists. The annual GCIP Morocco forum will also feature the GCIP Award Ceremony as well as Investor Connect sessions to raise visibility of all GCIP Morocco finalists to potential partners and financiers.

83. The annual GCIP Morocco Forum will be conducted with guidance provided by the GCIP Global for successful execution and integration with the annual GCIP Global Forum, including themes and private sector participation. The GCIP Morocco Forum may be organized in conjunction with other

national events to increase its reach and visibility and to attract participation from more partners and financiers.

84. The PMU will have access to a helpline established by the GCIP Global for queries on the GCIP Accelerator and troubleshooting at local and national levels. The help line will combine online tools (wiki, forums, knowledge base, FAQs, etc.) and live calls or chats with an experienced global PEE team member.

85. In Year 1 of the project, the possibility of incorporating a National Innovation Challenge category into the GCIP 2 Morocco Accelerator will be explored. The National Innovation Challenges are designed to be a dedicated channel for Morocco's established private sector to engage in the identification and deployment of targeted innovative solutions that address the immediate cleantech challenges they face.

86. The challenge criteria and type of support (prize) to be provided to the category winner will be discussed and agreed on with the challenge owner as adequate. PMU may be guided by the Global Innovation Challenge as part of the GCIP Global Accelerator, and may request support from NGIN on the effective approach to identify interested corporate partners and design a mutually beneficial challenge category. The investment and/or mobilized for the winning solutions under the challenge categories will be captured as co-financing for the project.

87. Throughout all cycles of the GCIP 2 Morocco Accelerator, special attention will be paid to gender mainstreaming activities, as outlined in the Draft Gender Mainstreaming Action Plan (Annex I). These include: (i) recruitment of women trainers, mentors, judges; (ii) efforts to ensure that women and men are given equal opportunity to access, participate in and benefit from the project; and (iii) awareness raising. The project will also seek to ensure women empowerment through (i) specific training and mentoring to promote women innovators, entrepreneurs, start-ups; and (ii) design of specific prizes and follow-up support programmes for innovative start-ups that will have a significant impact on women's entrepreneurial development and gender responsive employment creation. What is more, the UNIDO Environmental and Social Safeguards Policies and Procedures (ESSPP) will be strictly followed.

Table 5: Outcome 1.1 activities and responsibilities

Output	Activity	Responsibility	Budget	
1.1.1 The three GCIP guidebooks are adapted for Morocco	1.1.1.a Review the three GCIP guidebooks (Accelerator, Advanced Accelerator, and Post-Accelerator) - Share at least 10 suggestions for improvement of the GCIP guidebooks with NGIN (feedback loop)	MEME/DE, 4C Maroc	\$10.000	

	<p>1.1.1.b Adapt the three GCIP guidebooks to reflect the context of Morocco's CIEE (market conditions, policy environment, development priorities, technology focus, local examples, etc.)</p> <ul style="list-style-type: none"> - Organize at least 2 information and consultation sessions with relevant CIEE stakeholders (participation from at least 20 institutions) - Translate materials into French for wider dissemination - Disseminate the GCIP Morocco guidebooks among relevant CIEE stakeholders (to at least 50 institutions) 	MEME/DE, 4C Maroc with support from NGIN	\$15.000	
	<p>1.1.1.c Develop a calendar of all GCIP Morocco Accelerator related events for each Accelerator cycle in accordance with the GCIP guidebooks</p>	MEME/DE, 4C Maroc	PMC	
1.1.2 Pool of cleantech innovation and entrepreneurship experts (trainers, mentors, judges- at least 30) is trained and certified to support the GCIP Morocco Accelerator	<p>1.1.2.a Review GCIP cleantech innovation and entrepreneurship expert training and certification system</p> <ul style="list-style-type: none"> - Share at least 10 suggestions for its improvement with NGIN (feedback loop) 	MEME/DE, 4C Maroc	\$10.000	
	<p>1.1.2.b Adapt the GCIP cleantech innovation and entrepreneurship expert training and certification system to the national context including translation where relevant (i.e., develop the GCIP Morocco cleantech innovation and entrepreneurship expert training and certification system)</p>	MEME/DE, 4C Maroc	\$15.000	
	<p>1.1.2.c Conduct training and certification for at least 30 experts (trainers, mentors, judges) with at least 30% women (i.e., at least 3 trainings with minimum 10 experts trained and certified) including the evaluation of experts (based on the NGIN assessment framework)</p>	MEME/DE, 4C Maroc with support from NGIN	\$45.000	

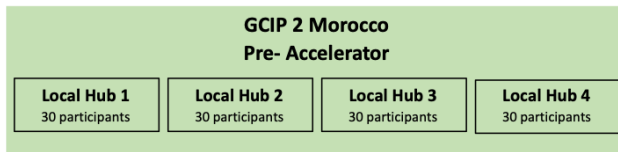
1.1.3 Four local hubs established under GCIP Morocco to support the formation of local innovation ecosystems	1.1.3.a Select 4 pilot regions for establishment of local hubs through consultations with local partners - At least 10 regions and 15 local partners considered as candidates to host local hubs	MEME/DE, 4C Maroc	\$10.000	
	1.1.3.b Adapt GCIP guidebooks for operationalization through local hubs - Including dedicated sections for local level operations, and the interactions among the local hubs, as well as interactions between the local hubs and the national GCIP	MEME/DE, 4C Maroc	\$10.000	
	1.1.3.c Train and establish 4 local hubs to conduct GCIP Accelerator at regional levels	MEME/DE, 4C Maroc with support from NGIN	\$80.000	
1.1.4 Three cycles of the annual competition-based GCIP Morocco accelerators conducted through the local hubs to identify and support high-impact technologies and business model innovations into market-ready businesses (at least 60 semi-finalists)	1.1.4.a Conduct 3 cycles of GCIP Morocco pre-Accelerator as a 10-day (7 days virtual/3 day in-person) programme for around 50 participants annually, 6-8 weeks prior to the Accelerator application deadline in conjunction with the local hubs	MEME/DE, 4C Maroc	\$15.000	
	1.1.4.b Conduct 3 annual cycles of the GCIP Morocco Accelerator (20-25 semi-finalists and 5-8 finalists selected per year from a pool of at least 150 applicants), including a 4-day GCIP National Academy through the local hubs	MEME/DE, 4C Maroc	\$30.000	NGIN: \$10,000
	1.1.4c Establish and operate a help-line for queries for local hubs on the GCIP Accelerator and troubleshooting, combining online tools (wiki, forums, knowledge base, FAQs, etc.) and live calls or chats with an experienced NGIN team member	MEME/DE, 4C Maroc NGIN	\$5.000	NGIN: \$20,000

	1.1.4d Conduct three annual national GCIP Morocco forum (at the end of each Accelerator cycle) - National annual event that incorporates final judging and award ceremony of the GCIP Accelerator and investor connect activities	MEME/DE, 4C Maroc	\$15.000	
	1.1.4.e Investigate the possibility of incorporating a National Innovation Challenge into the GCIP 2 Morocco Accelerator and create a new challenge category as part of the GCIP 2 Accelerator (from 2022) - Explore partnerships with at least 10 potential challenge owners - Establish challenge criteria and determine type of support (prize) to be provided to the category winner as applicable	MEME/DE, 4C Maroc	\$10.000	
TOTAL			\$300,000	

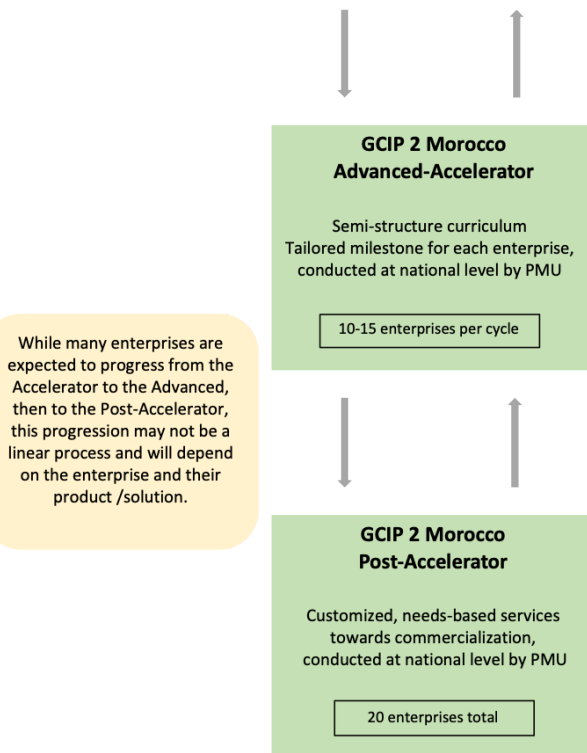
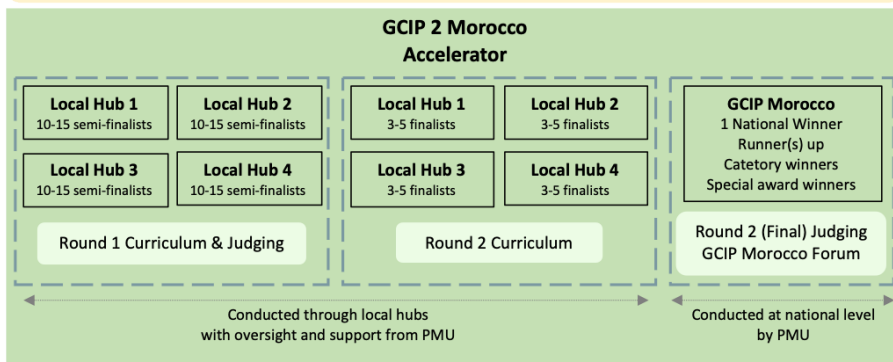
Outcome 1.2: Start-ups and SMEs are supported through advanced business growth and investment facilitation services

88. Experience from previous GCIP interventions has shown that start-ups and SMEs require further assistance ? beyond the Accelerator ? to be able to scale up. Therefore, building on activities conducted under the Output 1.1.4, additional support will be provided to selected enterprises. Services offered under outcome 1.2 will also allow emphasis to be placed away from the competition aspects and efforts will focus on providing case-by-case assistance best suited to the context of each enterprise. Outputs and Activities under Outcome 1.2 will also have a myriad of synergy points with Outcome 2.1, as engagement of the investor community and customers is crucial for the ultimate success of the GCIP 2 Morocco.

Figure 5: Types of business acceleration services offered



Accelerator applications are received and semi-finalists are selected at local levels through local hubs, with oversight and support from PMU. Participants of the Pre-Accelerator will not be given extra advantage in the selection, but they are expected to produce higher quality applications due to training received.



While many enterprises are expected to progress from the Accelerator to the Advanced, then to the Post-Accelerator, this progression may not be a linear process and will depend on the enterprise and their product /solution.



Output 1.2.1

Two cycles of Advanced GCIP Morocco Accelerators conducted at the national level for most promising SMEs and start-ups (at least 20) identified through local hubs

89. Two cycles of the GCIP Morocco Advanced Accelerator will be conducted for selected enterprises that successfully participated in GCIP Morocco Accelerators, to enhance their investment readiness, market readiness, business readiness and technology readiness. Each cycle is expected to intake 10-15 participants as a cohort. The Advanced Accelerator focuses on providing needs-based individual support rather than a group training, mentoring, and coaching. The Advanced Accelerator takes form of a semi-structured curriculum, and is time-bound and outcome-focused, i.e., there are concrete milestones that need to be achieved within a specific timeframe. The support is provided by one or several Executives in Residence (EIR) that are senior practitioners (executives or entrepreneurs) with hands-on experience in scaling up cleantech enterprises, and it is focused on problem-solving, i.e., tackling very specific operational, financial, and strategic issues.

90. The Advanced Accelerators will be conducted at the national level by the PMU. Local hubs may be requested to support in the identification of suitable candidate enterprises to apply for the Advanced Accelerator. Eligibility and selection criteria for participation in the Advanced Accelerator will be outlined in the GCIP Advanced Accelerator guidebook (output 1.1.1). Priority will be given to teams/enterprises that are assessed to benefit the most from the services of the Advanced Accelerator.

Output 1.2.2

Post-Accelerator support services provided to cleantech enterprises (at least 20) towards commercialization

91. Additional services will be provided to further assist promising enterprises towards commercialization through post-Accelerator support. Similar to the Advanced Accelerator, post-Accelerator support is provided in four related, but not necessarily linear dimensions: advanced business growth and commercialization, investment readiness, market readiness, and technology readiness).

92. The post-Accelerator support differs from Advanced Accelerator in that the enterprises will be provided with very specific and targeted support based on the needs of each enterprise. The enterprises may approach the PMU with generic or specific requests, based on which the PMU will assess the type of support most needed by the enterprise for their stage of growth (e.g., technology verification, product development, manufacturing and logistics support, market entry support, legal advice, tax advice etc.). Eligibility and selection criteria to receive post-Accelerator support will be outlined in the GCIP Morocco guidebook (output 1.1.1). While many enterprises are expected to progress from the Accelerator to the Advanced-, then to the Post-Accelerator, this progression may not be a linear process and will depend on the enterprise and their product /solution.

93. Demand for post-Accelerator support is expected to rise after cycle 2 of GCIP 2 Morocco Accelerator, and at least 20 enterprises will benefit from post-Accelerator support during the project.

94. While the post-Accelerator support is not curriculum based, and is to be provided on a rolling basis, a series of trainings (in form of webinars) will be available that will cover topics such as: 1) corporate partnerships and government relationships (3-4 virtual training modules of 1-2 hours each); 2) international market entry, mergers and acquisitions, and exit strategy (3-4 virtual training modules of 1-2 hours each); 3) challenges specific for selected industry sectors (3-4 virtual training modules of 1-2 hours each). The trainings will be based on the state-of-the-art international knowledge and best practices. These trainings will be available for participation by all GCIP Morocco alumni.

95. Identifying investment opportunities for cleantech products and services is a lengthy and iterative process, and therefore investment facilitation services will also form an integral part of post-Accelerator services. In many instances, high-impact and high-market potential cleantech innovations/businesses fail due to lack of access to financial resources.

96. Taking advantage of various investment and promotion opportunities in Morocco, direct support for the GCIP Morocco alumni will be provided to connect them with potential investors, financiers, and tech scouts of large corporations. To this end, half-day Investor Connect and/or Partnership Forum events will be organized regularly (at least 2 events after each Accelerator cycle) with participation from potential partners to highlight opportunities for investment, loans, grants, technology adoption etc. The project will also explore targeted investment/financing vehicles, and connect them with selected GCIP Morocco alumni as appropriate. Advanced investment facilitation services will be available to selected enterprises in partnership with PFAN, and at least 20 GCIP Morocco alumni will be connected to potential investors during project implementation through application into the PFAN pipeline.

97. In addition to support services designed to benefit enterprises, the PMU will conduct specific activities to build an active network with the national financial institutions, funds, and the investment community (e.g., venture capital funds, angel investor networks, impact investors, etc.) The PMU will raise their awareness, as well as to train and sensitize financiers on the opportunities and risks associated with cleantech products and market trends. For example, communication efforts tailored for investors will be made to promote the profitability and impact potential of the cleantech businesses, thereby influencing the investment landscape for the cleantech sector. The intention is to broaden the engagement of impact investors in the country, both in terms of number of investors, as well as scope of their interest (the existing network is focused on ICT). Communication and outreach activities, including awareness raising events and trainings for the local investor community will be conducted to increase investor confidence and ensure accurate risk perception with regard to cleantech solutions (at least 2 outreach products disseminated to 30 entities, and 1 event with participation from 20 entities per year).

98. It is expected that cleantech solutions from GCIP Morocco will have potential for replication in other developing countries. Therefore, international mentors will be assigned in the target country of expansion to facilitate connections and network building. This service will be offered through the GCIP Global, with support from the GCIP Morocco in identifying a suitable mentor with the appropriate expertise. In addition, the GCIP Morocco alumni will be offered curated peer networking opportunities with GCIP alumni enterprises from other countries, as well as cleantech enterprises within UNIDO's partner network. Through peer networking, the enterprises will explore opportunities for technology collaboration, product co-development, joint venture for market expansion, etc. in a business-to-business context.

99. On an ad-hoc basis, as opportunities arise, matchmaking services for the GCIP Morocco alumni enterprises will be provided with interested corporations, investors, and governments. Further, opportunities to showcase cleantech innovations at high-level national and international events, such as the UN Climate Summit, UNFCCC Conference of Parties (COP), Vienna Energy Forum, etc. will be offered. Such high-profile events will be instrumental in enabling the GCIP Morocco alumni to build their global presence and extend their partnerships and networks.

100. In addition, the PMU will encourage GCIP Morocco alumni to apply to the GCIP Global Accelerator. Application to the GCIP Global Accelerator is open to any GCIP Morocco alumni. The PMU may nominate and support selected alumni for application to the Global Accelerator based on their readiness, but any GCIP alumni are eligible to apply.

101. For this output, the following support will be provided by global PEEs to the PMU at no additional cost:

- a) NGIN: cross-border networking and matchmaking opportunities and for start-ups/SMEs with internationally recognized mentors, GCIP alumni enterprises, corporations, investors, and governments
- b) NGIN: platform for GCIP Morocco alumni to showcase their cleantech innovations at high-level national and international events (including GCIP Global Forum and other major international events)
- c) NGIN: a series of trainings/webinars on 1) corporate partnerships and government relationships (3-4 virtual training modules of 1-2 hours each); 2) international market entry, mergers and acquisitions, and exit strategy (3-4 virtual training modules of 1-2 hours each); 3) challenges specific for selected industry sectors (3-4 virtual training modules of 1-2 hours each); as well as to provide a report on best practices for acceleration based on state-of-the-art international knowledge
- d) NGIN: application assistance to the GCIP Global Accelerator for GCIP Morocco alumni
- e) UNIDO: to encourage applications of the GCIP Morocco alumni for PFAN

Output 1.2.3

Investment mobilized to deploy at least 2 innovative cleantech solutions across various sectors

102. In continuation of the post-Acceleration services, at least 5 GCIP alumni enterprises will receive advanced investment mobilization support during project implementation. A small budget is secured under this project to serve as pre-seed or seed funding for at least 2 enterprises with high-impact potential. The funding will be available to enterprises that are at the tipping point for piloting or market entry, and are in advanced discussion with potential investors or clients. Through GCIP Global, GCIP 2 Morocco alumni may be able to access PFAN's expertise in enhancing investment readiness as well as its investor network will be mobilized to select and support the enterprises under this output.

Table 6: Outcome 1.2 activities and responsibilities

Output	Activity	Responsibility	Budget
1.2.1 Two cycles of Advanced GCIP Morocco Accelerators conducted at the national level for most promising SMEs and start-ups (at least 20) identified through local hubs	1.2.1a Conduct two cycles of Advanced GCIP Morocco Accelerators at the national level (at least 10-15 participants per cycle) to enhance investment readiness, market readiness, business readiness and technology readiness	MEME/DE, 4C Maroc with support from NGIN	\$10.000
1.2.2 Post-Accelerator support services provided to cleantech enterprises (at least 20) towards commercialization	1.2.2.a Cultivate and establish an active network with national financial institutions and funds (at least 20 entities actively engaged) - Communication and outreach activities, including awareness raising events and trainings for the local investor community to increase investor confidence and ensure accurate risk perception with regard to cleantech solutions (at least 2 outreach products disseminated to 30 entities, and 1 event with participation from 20 entities per year)	MEME/DE, 4C Maroc with support from PFAN	\$15.000
	1.2.2.b Organize national investment and partnership facilitation events (Investor Connect/Partnership Forums) for GCIP Morocco alumni (at least 2 events after each Accelerator cycle with at least 20 investors present)	MEME/DE, 4C Maroc	\$10.000
	1.2.2.c Provide advanced investment facilitation services to selected enterprises to financing opportunities (at least 20 GCIP alumni enterprises connected to potential investors during project implementation) - Connection to PFAN investment pipeline and events (at least 1 per year)	MEME/DE, 4C Maroc with support from PFAN	\$10.000

	1.2.2.d Provide targeted commercialization support for GCIP alumni enterprises (at least 20 GCIP alumni enterprises during project implementation) - Based on the specific needs of each enterprise the type of support will be determined (e.g., technology verification, product development, manufacturing and logistics support, market entry support, legal advice, tax advice etc.) - Mentoring and partnership/investment facilitation support specific to women-led enterprises will be provided	MEME/DE, 4C Maroc	\$40.000
	1.2.2.e Mentoring and partnership support provided to for cross-border and global market expansion (at least 20 GCIP alumni enterprises during project implementation)	MEME/DE, 4C Maroc in collaboration with UNIDO, NGIN, PFAN and CTG	\$10.000
	1.2.2.f Nominate GCIP Morocco alumni for application for the GCIP Global Accelerator and support their participation (at least 2 GCIP alumni nominated per cycle)	MEME/DE, 4C Maroc in collaboration with NGIN	\$10.000
1.2.3 Investment mobilized to deploy at least 2 innovative cleantech solutions across various sectors	1.2.3.a Support enterprises in investment mobilization for their cleantech solutions (at least 5 GCIP alumni enterprises receive investment during project implementation)	MEME/DE, 4C Maroc	\$50.000
	1.2.3b Support piloting of a cleantech solution (at least 2 GCIP alumni solutions piloted during project implementation)	MEME/DE, 4C Maroc	\$150.000
TOTAL			\$305,000

Component 2: Cleantech innovation and entrepreneurship ecosystem (CIEE) strengthening and connectivity

103. The policy framework and institutional capacity are integral to GCIP's ecosystems approach?, and also of strategic relevance in ensuring that the outputs and outcomes of this project contribute to the national priorities, and are sustained after the project's closure. Therefore, the objective of the Component 2 is to further build capacity of the PMU and the PEEs, and other key CIEE stakeholders in Morocco to engage in cleantech acceleration and commercialization at national and local levels. Further, the GCIP Morocco will assist the government in enhancing national policies and regulations to

be more conducive to cleantech innovation and commercialization. The GCIP Global will provide tools (Global Cleantech Innovation Ecosystem Benchmark; cleantech innovation capacity building framework) for CIEE strengthening and connectivity, which will be reviewed and adapted for Morocco by the PMU. In addition, policy best practices and roadmaps will be identified through desk research and interviews with relevant policy makers by the GCIP Global.

104. While there are a number of innovation related initiatives emerging in Morocco, they are not well connected and opportunities for synergies are not yet fully leveraged. Component 2 addresses this gap, and contributes to strengthening the CIEE of Morocco by coordinating partnerships, knowledge exchange and collaboration among the CIEE actors at the national level. Weak connectivity among innovation related initiatives also means that the entrepreneurs and innovators are often overwhelmed with the variety of services available, and are unable to navigate the ecosystem and receive the optimal type of support they require. Therefore component 2 will facilitate interactions of CIEE actors within Morocco, as well as with CIEEs of other countries as part of commercialisation support for enterprises, to maximize peer-learning, sharing of lessons learned and best practices, which are expected to result in technology co-innovation, cross-border expansion and investment, among other benefits.

Outcome 2.1: The CIEE in Morocco is strengthened and interconnected

Output 2.1.1

Institutional capacity building of at least 50 CIEE actors conducted, including entrepreneurship train-the-trainer training programmes for local universities

105. An analysis of Morocco's CIEE will be conducted by the PMU, which will be instrumental in identifying the capacity building needs including analysis of youth and gender dimensions and deciding on the optimal set of interventions. The analysis will be conducted in consultation with at least 15 key CIEE experts to discuss drivers and challenges of cleantech innovation in Morocco. The analysis report will be disseminated to at least 50 CIEE entities in Morocco, as well as other GCIP partner countries. CIEE analysis reports of other GCIP partner countries will also be shared with the PMU for further dissemination as relevant.

106. Incorporating the findings from the CIEE analysis, the PMU will develop tools for CIEE strengthening and connectivity? namely a stakeholder engagement strategy and a cleantech innovation cluster strategy. The two strategies will also encompass a corresponding action plan and progress measurement framework. In the development of these tools, two engagement workshops will be conducted with 5-10 national experts to build their capacity as facilitators of strategy implementation.

107. In addition, at least two capacity building events will be conducted, based on the cleantech innovation capacity building framework developed by the Cleantech Group (CTG) for at least 50 CIEE stakeholders representing entities such as national institutions, industry associations, and business platforms on how to support cleantech innovations. The capacity building events will encompass, among others, on-the-job training, as well as workshops on knowledge management, technology benchmarking, and coordination mechanisms. Appropriate efforts will be made to promote gender equality in the framework of the capacity building events, in that the participation of women will be encouraged; gender balance of the training participants, as well as trainers and other experts will be secured; and gender aspects will be appropriately considered in the training materials. The training materials will also incorporate elements relevant in the context of the ESSPP.

108. Two representatives from the PEE will be invited to a workshop conducted by CTG on cleantech innovation policy and strategy for a cohort of all GCIP national PEE representatives.

109. In line with the focus on local innovation ecosystem strengthening, universities located in the 4 regions will be selected for the 'Entrepreneurship Train-the-Trainer Programme' on cleantech entrepreneurship and innovation organized for university professors and lecturers. As a result, the local universities will be well equipped to promote cleantech entrepreneurship among their students and to encourage them to engage in innovation and entrepreneurial activities, to form teams, and subsequently to apply for various levels of GCIP support. Also, the professors and teachers will be engaged in the development of case studies and co-hosting of student outreach events, as well as in the promotion of the establishment of entrepreneurship centers within universities. To enable this, the PMU will work with the local hubs as well as other universities that already have experience in this space, but does not have sufficient resources to widely extend its efforts.

110. In support of this output, the following support will be provided by CTG to the PMU:

- a) a workshop on cleantech innovation policy and strategy for a cohort of all national PEE
- b) a Global Cleantech Innovation Ecosystem Benchmark which will enable comparisons of the Morocco's CIEE with other countries' CIEEs
- c) a cleantech innovation capacity building framework.

Output 2.1.2

Cleantech innovation and entrepreneurship policy recommendations (at least 20) are developed at national and regional levels, and disseminated to at least 20 key actors

111. With support from CTG PMU will review of existing policies and regulations relating to the promotion of cleantech, innovation, and entrepreneurship. This review exercise will build from global policy exercises to create baseline assumptions for national project, and highlight opportunities for improvement, supported by examples from case studies and observed best practices. The review is designed to identify the policies that may be inhibiting innovation in Morocco, and also will provide a framework for translating of global findings and best practices into national actions for Morocco. Further, based on the results of the review, KPIs to account for additional details will be suggested as well as opportunities and challenges observed at global level that have relevance for Morocco.

112. Based on the review, a gap analysis report will be produced. The report will incorporate gender and youth dimensions. The gap analysis report will be used as a reference document to develop a set of recommendations (at least 20) for strengthening of Morocco's cleantech innovation and entrepreneurship policy framework through continued engagement with at least 10 key CIEE experts. The gap analysis report and the policy recommendations will be presented to relevant stakeholders during a dedicated workshop. Following a stakeholder discussion, both documents will be amended in line with feedback received.

113. The PMU, in a process of wide consultations with GCIP alumni and relevant national CIEE experts, will then prepare a roadmap to guide a long-term implementation of the policy recommendations, also beyond the GCIP Morocco timeline for submission to the relevant ministries.

Output 2.1.3

Linkages, collaboration, and synergies (at least 20 interactions) across CIEEs are promoted

114. Under the GCIP Global child project, annual GCIP Forums will be organized as an integral effort to ensure connectivity between the CIEEs of GCIP partner countries and beyond. The annual GCIP Forum will bring selected finalists of the global and national Accelerators together for recognition and awards, and for opportunities to be connected to potential partners, customers, technology scouts and investors from around the world. Importantly, the GCIP Forum will also serve as a platform for innovation showcasing, and investment matching, and will be an important annual milestone for networking, advocacy, and knowledge exchange among CIEE players. The GCIP Forum will not be a stand-alone event, but it will be organized on the margins of highly visible global gatherings, such as for example the UNFCCC COP, Cleantech Group forums, etc.

115. Morocco's connectivity to the global CIEE will be further strengthened through membership in the Network for Global Innovation (NGIN) for the duration of the project. This will provide the PEE and other GCIP Morocco stakeholders with access to international best practices and with opportunities to build cross-border connections with partners in additional countries.

116. Further, the PMU will actively engage with PEEs of other GCIP partner countries and key CIEE actors to establish networks and to exchange knowledge and best practices, and to support entrepreneurs across borders.

117. In support of this output, the following support will provide by NGIN to the PMU:

- a) Organization of the GCIP Forum
- b) Membership in the Network for Global Innovation for the duration of the project

Table 7: Outcome 2.1 activities and responsibilities

Output	Activity	Responsibility	Budget	
2.1.1 Institutional capacity building of at least 50 CIEE actors conducted, including entrepreneurs hip train-the-trainer training programmes for local universities	2.1.1.a Conduct analysis of Morocco's CIEE and produce a report (through consultations with at least 15 relevant CIEE stakeholders), including analysis of youth and gender dimensions - Analysis report disseminated to at least 50 entities	MEME/DE, 4C Maroc	\$6.000	

	<p>2.1.1.b Develop tools for CIEE strengthening and connectivity, including a stakeholder engagement strategy and a cleantech innovation cluster strategy</p> <ul style="list-style-type: none"> - Two strategies developed in consultation with relevant CIEE stakeholders, including a corresponding action plan and progress measurement framework - Two engagement workshops (kick-off and follow-up) conducted with 5-10 national experts to train them as facilitators of strategy implementation 	MEME/DE, 4C Maroc	\$10.000	
	2.1.1.c. Conduct at least 2 capacity building events (based on the cleantech innovation capacity building framework developed by CTG) for at least 50 CIEE stakeholders in total, including national institutions, industry associations, and business platforms on how to support cleantech innovations	MEME/DE, 4C Maroc	\$6.000	
	2.1.1.d Conduct at least three cycles of the Entrepreneurship Train-the-Trainer Programme for local universities (with at least 30 participants from 2 local universities from each of the 4 regions trained in total)	MEME/DE, 4C Maroc	\$12.000	
2.1.2 Cleantech innovation and entrepreneurship policy recommendations (at least 20) are developed at national and local levels, and disseminated to at least 20 key actors	2.1.2.a Review Morocco's existing policy and regulations relating to the promotion of cleantech, innovation, and entrepreneurship (including gender and youth entrepreneurship dimensions) to develop a gap analysis report	MEME/DE, 4C Maroc with support from CTG	\$5.000	CTG: \$30,000

	2.1.2.b Develop up to 20 recommendations for the cleantech innovation and entrepreneurship policy through stakeholder engagement with at least 30 entities to discuss and validate the gap analysis report and discuss policy recommendations	MEME/DE, 4C Maroc	\$6.000	
	2.1.2c Develop a roadmap to guide the implementation of the recommendations in consultation with at least 10 key stakeholder entities and disseminate to at least 50 relevant entities	MEME/DE, 4C Maroc	\$8.000	
2.1.3 Linkages, collaboration, and synergies (at least 20 interactions) across CIEEs are promoted	2.1.3a Facilitate participation of at least 1 government representative, 1 PEE staff, 2 GCIP alumni at each annual GCIP Global Forum	MEME/DE, 4C Maroc	\$25.000	
	2.1.3b Facilitate at least 20 interactions between Morocco CIEE actors and stakeholders of other GCIP partner countries (e.g., speaking opportunities, nomination in advisory boards, networking among industrial associations, etc.)	MEME/DE, 4C Maroc	\$5.000	
TOTAL			\$113,000	

Component 3: Programme coordination and coherence

118. The activities under Component 3 are aimed at ensuring that the achievements of the GCIP 2 Morocco are captured and communicated globally, as well as that the GCIP 2 Morocco and other GCIP country projects are implemented in a coherent and coordinated way. To this purpose, the PMU is expected to collaborate with the GCIP Global through the global PEEs (PFAN, NGIN, CTG, UNIDO), as well as to contribute to information gathering, knowledge sharing, and dissemination efforts.

Outcome 3.1: Efficiency and sustainability of the GCIP Morocco is ensured through programme coordination and coherence with other GCIP country projects

Output 3.1.1

The GCIP internal guidelines for project management teams are adapted and implemented by the GCIP Morocco at national and regional levels

119. The following will be provided by the GCIP Global to GCIP 2 Morocco (at no additional cost), to maintain coherence of the GCIP approach across multiple countries

- a) GCIP internal guidelines for project management teams including operational guidelines for the Project Management Unit (PMU) to be established within the PEE
- b) a sustainability and exit strategy framework

120. The operational guidelines will cover: a general introduction to the GCIP Framework, including explanation of organizational roles within it (e.g. of Global Advisory Board and Project Steering Committees); description of communication channels between GCIP Morocco and the GCIP Global; information on risk management and data protection; a list of foreseen support activities to be available from the GCIP Global; introduction to the IT management of the GCIP web platform; environmental/social management principles, as well as gender mainstreaming and ESSPP principles to be applied by the PMU in the course of project management. The operational guidelines will inform the development of the annual work plans which will be submitted by the PMU to the PSC for validation each year.

121. In addition, annual meetings for national PEE representatives (including from Morocco) will be organized by UNIDO to offer a platform for training and exchange of experiences/insights related to the implementation of the GCIP internal guidelines.

122. Based on the GCIP sustainability and exit strategy framework (to be developed in the first year of project implementation by UNIDO) the PMU will review and adapt the framework to develop the sustainability and exit strategy for GCIP 2 Morocco.

Output 3.1.2

Programme-level knowledge management, communication and advocacy strategy is adapted and implemented by GCIP Morocco

123. Experience so far has shown that an exchange of learnings among national PEEs and PMUs is key for their successful operation. To facilitate this exchange, a knowledge management, communication, and advocacy strategy framework will be developed by UNIDO with a particular focus on: i) promoting visibility of GCIP and communicating its impacts achieved at national and global levels; ii) increasing awareness of the catalytic role of cleantech in addressing climate change and environmental issues; iii) showcasing cleantech innovations from the GCIP alumni and enhancing their visibility and credibility.

124. The PMU will review and adapt the GCIP knowledge management, communication, and advocacy strategy framework provided by UNIDO, and develop a GCIP Morocco knowledge management, communication, and advocacy strategy. This strategy will be operationalized by incorporating them as tasks with specific deliverables into the annual work plans.

125. In line with the GCIP Morocco's knowledge management, communication, and advocacy strategy, the PMU will produce promotional materials and events such as policy briefs, impact reports, brochures, webinars, briefing sessions, press releases, social media presence and advertising, etc. The

PMU will target to deliver at least 250 knowledge products in total. All promotional activities will be gender mainstreamed.

126. To enhance and amplify the effectiveness and impact of the advocacy efforts, the PMU will explore partnerships with at least 15 entities/individuals to support the implementation of the GCIP Morocco knowledge management, communication, and advocacy strategy, and conclude at least 5 cooperation agreements

Output 3.1.3

The GCIP Morocco web platform is operated to maintain the GCIP community at national and regional levels

127. A global GCIP web platform launched to be used as the main vehicle for internal and external communication at the programmatic level. In particular the web platform will serve four key functions: a) to support project management by the PMU and the local hubs at the national and local levels and UNIDO (as a platform for dissemination of relevant documents, e.g. guidelines, guidebooks, frameworks); b) to enable execution of the Accelerator (as a platform for calls for application and their receipt, as well as for submission of assignments and delivery of trainings/webinars during the Accelerator); c) to facilitate the maintenance of the GCIP community at local, national and global levels (all CIEE stakeholders, e.g. investors, enterprises, including alumni, and experts will be invited to join the online community, and the enterprises will be given an opportunity to showcase their cleantech solutions to increase their visibility among potential investors); d) to provide a knowledge depository for the general public (all relevant knowledge, communication, and advocacy materials will be available on the website).

128. GCIP Morocco will be assigned a section of the global GCIP web platform (i.e., a GCIP Morocco web platform), which will be maintained by the PMU for use from the beginning of the GCIP Morocco Accelerator cycle (call for applications and receipt of applications), during the GCIP Morocco Accelerator cycle (e.g., for webinars/trainings, submission of assignments), as well as after it (e.g., by alumni companies and potential investors for the purpose of matching, progress tracking etc.).

129. On the global GCIP web platform there will be affinity/interest fora created to spur interactions, such as for example self-directed introductions, in specialized groups and to facilitate collaboration, for example between various enterprises from different GCIP Morocco cohorts, between alumni and currently supported entrepreneurs, or between entrepreneurs and investors.

130. Also, there will be a dedicated section for the GCIP Morocco alumni on the web platform. The PMU will launch the GCIP Morocco alumni network and maintain online interactions of the alumni network through the web platform. Target engagement rate is at least 50% of GCIP 1 Morocco semi-finalists and at least 70% of GCIP 2 Morocco semi-finalists, as well as at least 50% of GCIP Morocco mentors/coaches/judges.

Table 8: Outcome 3.1 activities and responsibilities

Output	Activity	Responsibility	Budget
3.1.1 The GCIP internal guidelines for project management teams are adapted and implemented by GCIP Morocco	3.1.1.a Review and adopt GCIP internal guidelines for the PMU and participate in the annual meetings of GCIP national PEEs	MEME/DE, 4C Maroc	\$8.000
	3.1.1.b Develop the GCIP Morocco sustainability and exit strategy	MEME/DE, 4C Maroc	\$4.000
	3.1.1.C Develop annual work plans for validation by the PSC each year	MEME/DE, 4C Maroc	PMC
3.1.2 Programme-level knowledge management, communication and advocacy strategy is adapted and implemented by GCIP Morocco	3.1.2.a Review and adapt the knowledge management, communication, and advocacy strategy frameworks and develop GCIP Morocco strategies for knowledge management, communication, and advocacy strategy - Operationalize the strategy by incorporating them as tasks with specific deliverables into the annual work plans	MEME/DE, 4C Maroc	\$3.000
	3.1.2.b Capture and disseminate knowledge gathered by GCIP Morocco - Promotional materials and events such as policy briefs, impact reports, brochures, webinars, briefing sessions, press releases, social media presence and advertising, etc. (at least 250 knowledge products in total, in line with the GCIP Morocco knowledge management, communication, and advocacy strategy)	MEME/DE, 4C Maroc	\$25.000
	3.1.2.c Explore partnerships with at least 15 entities/individuals to support implementation of the GCIP Morocco knowledge management, communication, and advocacy strategy and conclude at least 5 cooperation agreements	MEME/DE, 4C Maroc	\$5.000
3.1.3 The GCIP Morocco web platform is operated to maintain the GCIP community at national and local levels	3.1.3.a Create and maintain a section for the GCIP Morocco on the global GCIP web platform	MEME/DE, 4C Maroc	\$10.000
	3.1.3.b Launch the GCIP Morocco alumni network and create a special section on the GCIP Morocco web platform to maintain it (with engagement from at least 50% of GCIP 1 Morocco semi-finalists and at least 70% of GCIP 2 Morocco semi-finalists, as well as at least 50% of GCIP Morocco mentors/coaches/judges)	MEME/DE, 4C Maroc	\$5.000
TOTAL			\$60,000

Outcome 3.2: Impacts and progress of the GCIP Morocco are tracked and reported (M&E)

Output 3.2.1

The GCIP methodology for impact assessment is adapted and applied

131. National impact monitoring will be established and linked to the GCIP Global, especially the impacts on business development and expansion, approved funding, the number of contestants, the GHG emissions reductions, and the range of sectors included in the acceleration activities.

132. GCIP methodology for impact assessment will be developed by the GCIP Global and shared with the GCIP 2 Morocco for review and application. This will ensure a common understanding of estimation, tracking, and reporting approaches amongst all involved stakeholders, and will allow for data aggregation, comparisons, and extrapolation, not only on the national, but also on the global programme level. The methodology will enable assessment of social, economic, and environmental impacts of cleantech solutions supported by GCIP, and at a minimum, it will account for global environmental benefits (GEBs), energy saved and increase in installed renewable energy capacity, job creation, gender mainstreaming, and investment leveraged. The data will be sex-disaggregated and gender-sensitive, and youth participation will also be recorded.

133. The PMU will receive an online training on the GCIP methodology for impact assessment from UNIDO, and subsequently the PMU will train (online or in person) all GCIP Morocco Accelerator semi-finalists as part of the Accelerator curriculum. The PMU may request UNIDO for further training support on the GCIP methodology for impact assessment, especially to build capacity of the local hubs. The GCIP methodology can be applicable for estimating impact of all cleantech solutions, and therefore may be disseminated further as relevant. GCIP 1 Morocco alumni may also be invited to participate in the trainings.

134. The GCIP Morocco alumni enterprises will be requested to periodically provide relevant impact data to the PMU and/or local hubs for validation and consolidation. The enterprise impact data will then be used to develop and publish GCIP Morocco impact report, as well as to create other promotion and advocacy materials (news articles, social media posts, brochure and leaflets, videos, etc.) that are tailored to diverse types of audiences (investors, national government agencies, donors, students, etc.). This will benefit the GCIP Morocco enterprises by providing increased credibility and visibility. The impact data will also be shared with the GCIP Global for consolidation on the programme level.

Output 3.2.2

Project activities are tracked and reported based on the GCIP monitoring and evaluation (M&E) framework, including an external mid-term review

135. There will be a GCIP monitoring and evaluation (M&E) framework provided by the GCIP Global, based on which the PMU will prepare a GCIP Morocco M&E plan, including time-bound milestones and deliverables. Based on the GCIP M&E framework, a detailed monitoring plan for tracking and reporting on project time-bound milestones will be prepared by MEME/DE and 4C Maroc at the beginning of project implementation and then periodically updated. The results of the periodic monitoring/impact reports will provide input for period revision to the project's Theory of Change?

and subsequent implementation strategies. While the theory of change and workplans will be responsive to the results of the project reports, the overarching framework for the M&E approach will be designed in compliance with UNIDO's standard M&E approach for GEF funded projects. This will include preparation of progress, mid-term and terminal evaluation reports. The data and analysis collected and developed through the impact assessment activities (under output 3.2.1) will feed into the preparation and reporting of the annual GEF PIR (project implementation reports), and the mid-term and terminal evaluations.

136. The PMU will also draft progress review reports every six months, based on the annual work plan. The progress reports will include monitoring of the Stakeholder Engagement Plan, the Environmental and Social Management Plan, the Gender Mainstreaming Action Plan.

137. An external mid-term review of the project will be conducted halfway through project implementation. The PMU will be responsible for facilitating the mid-term review and submitting its results to the PSC and UNIDO for validation.

138. The ESSPP considerations, as well as gender dimensions and baseline for gender related targets (as outlined in the Gender Mainstreaming Action Plan, Annex I) will be appropriately captured in the GCIP Morocco M&E plan, in the progress review reports, the external mid-term review report, as well as in the collection and assessment of relevant data.

Output 3.2.3

Independent terminal evaluation is conducted

139. An independent external terminal evaluation will start six months prior to the expected completion date of the project. The external terminal evaluation will focus on the assessment of project progress and impact, as well as its long-term sustainability, with due consideration of the ESSPP and gender mainstreaming aspects. As a result of the external terminal evaluation, there will be an evaluation report prepared that will also include recommendations for follow-up activities. UNIDO will be responsible for conducting the independent external terminal evaluation.

Table 9: Outcome 3.2 activities and responsibilities

Output	Activity	Responsibility	Budget
3.2.1 The GCIP methodology for impact assessment is adapted and applied	3.2.1.a Review the GCIP methodology for impact assessment (including the accompanying tools) and participate in the training on its use provided by UNIDO	MEME/DE, 4C Maroc	\$6.000
	3.1.2.b Provide trainings on the GCIP methodology for impact assessment to GCIP Morocco Accelerator semi-finalists (at least 1 per Accelerator cycle) - GCIP 1 Morocco alumni enterprises may be invited to participate	MEME/DE, 4C Maroc	PMC

	3.1.2.c Validate and consolidate the GCIP Morocco enterprise impact data, and to develop and publish a GCIP Morocco impact reports (at least 3 in total)	MEME/DE, 4C Maroc	\$6.220
3.2.2 Project activities are tracked and reported based on the GCIP monitoring and evaluation (M&E) framework	3.2.2.a Prepare the GCIP Morocco M&E plan	MEME/DE, 4C Maroc	PMC
	3.2.2.b Produce project progress reports for submission to the PSC every six months based on the annual work plan - including monitoring of Gender Mainstreaming Action Plan	MEME/DE, 4C Maroc	PMC
	3.2.2.c Conduct an external mid-term review of the project	UNIDO	\$10.000
3.2.3 External terminal evaluation is conducted	3.2.3.a Conduct an external terminal evaluation	UNIDO	\$30.000
TOTAL			\$52,220

d. Alignment with GEF focal area and/or Impact Program strategies

140. GCIP generally, and the proposed project specifically is fully aligned with the GEF-7 Climate Change Focal Area Strategy, especially with the ?Objective 1. Promote innovation and technology transfer for sustainable energy breakthroughs?. According to the same Strategy, ?Technology is key area for the UNFCCC and in Article 10 of the Paris Agreement, and is one of the key means to reduce, or slow the growth in GHG emissions, and to stabilize their concentrations. To that end, technology innovation with the private sector can help create or expand markets for products and services, generating jobs and supporting economic growth. Supportive policies and strategies are fundamental to catalyze innovation and technology transfer for mitigation and enhance private sector investment?.

141. This project therefore seeks to foster private sector engagement in accelerating the uptake and investments in innovative cleantech solutions at scale. The project prioritizes cleantech innovations in the domains that are fully aligned with GEF-7 priorities i.e., electric drive technologies and electric mobility, accelerating energy efficiency, decentralized renewable energy power with energy storage, and cleantech innovations related sustainable cities and sustainable food systems. In particular, the project supports cleantech innovation and entrepreneurship by providing catalytic support to early-stage cleantech innovation SMEs so that they commercialize and scale-up their operations thereby delivering climate and sustainable energy solutions that reduce GHG emissions.

142. More specifically, this project will help cleantech enterprises (SMEs and start-ups) in Morocco to develop and scale up; and to increase market adoption of cleantech innovations, thus leading to a reduction in emissions and fossil fuel consumption. Furthermore, it will facilitate increased investment, job creation and market development. This is in line with the guidance from the UNFCCC COP23 which encouraged the GEF to further enhance engagement with the private sector and invited the GEF to support countries in piloting priority technology projects to foster innovation and investment.

143. GCIP is a transversal intervention that supports all priorities of GEF-7's Climate change focal area. The project provides much needed and best available catalytic technical assistance to cleantech SMEs so that they commercialize and scale-up globally and in the process create new industries and green jobs. In line with GEF strategy on private sector engagement, the child project capitalizes on the growing interest by national and international private actors in the sustainability agenda and creates the conditions for SME driven creation and transformation of cleantech markets. This ultimately harnesses the ingenuity and creativity of SMEs and 'crowds-in' private sector investments to deliver environmental benefits beyond business as usual. On behalf of the GCIP Framework (10408), the child project promotes synergies with other GEF Programmes to leverage more impacts. In particular, it looks to establish operational, investment and/or knowledge management links with other GEF flagship initiatives such as the prospective Africa Minigrids Programme, Sustainable Cities IP, GreenChem and FOLUR. Furthermore, the GCIP 2 Morocco child project will also exchange knowledge and lessons on opportunities for technology and business model innovations across these programmes.

e. Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, and co-financing

144. The private sector is key to the creation and expansion of the market for cleantech products and services, achieving GEBs, generating jobs, and supporting economic growth. In Morocco, a clear government prioritization is given to promote innovations and start-ups/SMEs and to put the necessary policies and strategies in place. However, significant barriers still exist for cleantech enterprises, leading to their very low success rate. In essence, the CIEE in Morocco is weak, and if the GEF funding is not provided, it is very likely that cleantech innovations will not be adequately developed in Morocco in the near future. This will result in many unrealized opportunities in reducing GHG emissions, in strengthening partnerships with the private sector keen on investing in cleantech, in commercialization of cleantech enterprises, and ultimately in missed momentum for green economic growth and jobs.

145. This project aims to go beyond the current baseline. As discussed in section 1a) the baseline includes SMEs with breakthrough cleantech innovations in developing markets having a very low success rate due to lack of key skills and capacities to transform their innovations into viable, scalable, and fast-growing enterprises. Furthermore, the innovation and entrepreneurship ecosystem Morocco can be hostile and initiatives to support these SMEs remain disjointed and uncoordinated. This project has been designed to learn from GCIP supported under GEF 5 & 6, to create opportunities for greater impact through providing greater commercialization support and investment facilitation services to expand opportunities for market expansion. This project is designed to provide catalytic and effective interventions that galvanize private sector interest and investments in the cleantech innovation and entrepreneurship space and also strengthen the national cleantech innovation and entrepreneurship ecosystem and connect it at a global level. These interventions, create a critical mass of interest in the cleantech sector, drive the transformation cleantech markets and result in more cleantech SMEs contributing to climate change mitigation and low-emission development.

146. Building on the baseline, including GCIP under GEF 5 & 6, the project will:

- a) Adapt and institutionalise methodologies, guidelines, tools and training systems for the accelerator, advanced accelerator, and post-accelerator support and for mentors, judges, trainers to be

trained and certified in Morocco. This will ensure that the country will continue to run the GCIP accelerators long after the GEF project has ended.

- b) Provide post acceleration support and investment facilitation services so that cleantech innovators from this will be able to commercialise their innovation and mobilise funding for scaling-up.
- c) support the design and establishment of early-stage financing mechanism to ensure that GCIP alumni from this project
- d) increase focus on developing policy and regulations on cleantech innovations at national level
- e) participate in global events around the global competition-based accelerator such as dialogues, investors networks to promote networking and learning
- f) create bigger market opportunities for cleantech innovators to expand their businesses and hence increase their success rates and reduction of more GHG emissions.

147. One of the many incremental services that the child project provides (through its programmatic linkages) is access to global investors. As an estimate, evidence from GCIP under GEF 5& 6 shows that some GCIP alumni were able to mobilise global funding and expand their operations. From Turkey, Episome Biotech (2017 semi-finalist) raised ?1.7million in investment through 3 rounds from Diffusion Capital Partners based in The Netherlands; Seyisco raised USD 100,000 and B-Preg and Solter Vision also raised foreign capital. Actual figures are not yet available as to the level of increased GHG emission reductions achieved as a result of the international funding, but the global funding allowed B-Preg (bio-composite parcel shelves) to expand internationally and they now estimate annual emission reductions of 4180 tCO₂e/year and growing. Similarly, Solter Vision (remote PV plant analysis) now estimates annual emission reductions of 15,300 tCO₂/yr and Seyisco (efficient pot hole filling) already estimates 826k tCO₂e per year saved. Episome (biotech) has the potential to reduce GHG emissions by 40 million tonnes/year once expanded globally. Therefore, SMEs with innovative cleantech solution can rapidly expand their businesses by accessing international financing opportunities and simultaneously rapidly expand global environmental benefits.

148. The differential is further enhanced through the inclusion of more opportunities for networking and investments, support to expand cleantech business in other countries, development of policies and regulation to support cleantech innovators, and building and strengthening ecosystem. For example:

- a) The project ensures that GCIP Alumni can truly mature and be able to harness local and global market opportunities brought about by dedicated support and ecosystems connectivity provided by this project.
- b) GCIP alumni will have higher chances of commercializing their innovations and of getting connected to investors and the private sector through the national project and global innovations challenges, international mentoring for global expansions and linkages to other sources of financing that include impact investors and crowdfunding platforms.

149. Since these interventions ensure sustainability of the project, they result in more GHG emission reductions beyond the baseline. Without GEF funds there will be lost opportunities to nurture entrepreneurs to scale, to further reduce emissions and to strengthen private sector partnerships. In

total, at least 108,000 (direct) and 540,000 (indirect) tCO₂e of GHG emissions should be mitigated thanks to the GCIP Morocco, which is expected to translate into cost effectiveness of 5 to 10 USD/tCO₂e.

150. Morocco is requesting GEF funding to help address the barriers to cleantech innovation, which will lead to positive socio-economic (economic growth, green job creation, attraction of foreign and domestic investment, etc.) and environmental (contribution to the reduction of GHG emissions and to global environmental sustainability, etc.) impacts. What is more, these impacts will be amplified through opportunities for coordination and connectivity with other GCIP partner countries, and thus for global cleantech innovation scale-up.

151. Morocco requires further incremental technical and financial assistance from GEF in strengthening the local innovation ecosystems through establishment of local hubs in selected zones in Morocco. Targeted support will aim at strengthening the local institutional capacities, supporting the formation of local innovation ecosystems around priority sectors and industries, and promoting innovative cleantech solutions for long lasting positive effects on environment and socio-economic benefits by enhancing economic green growth.

152. The GEF grant will stimulate the formation of local innovation ecosystems and will leverage additional sources of funding by private sector sponsorship, existing institutional resources, and funding mechanisms. The identification of local cleantech solutions through the operation of regional accelerator programs will provide tailored services for local environmental benefits with global GHG emission savings benefits. These locally identified solutions will be scaled across Morocco through the national platform and linked to global markets through the Global Cleantech Platform to leverage allocated funding sources and maximize global environmental and climate mitigation benefits. This project will seek to catalyze systemic transformation in the cleantech sector by providing post-acceleration support services so that more cleantech SMEs commercialize their innovation and scale-up their operations. By employing an ecosystems-based approach, the project will stimulate cleantech ecosystems at provincial levels that will provide support to cleantech SMEs in the long-term. The project will build capacity of regional institutions and train a cadre of cleantech experts who will continue to support cleantech start-ups.

153. To ensure this project's sustainability and scaling up of the success of GEF-6 GCIP 1 in Morocco, the Government of Morocco's Department of Environment within the Ministry of Energy, Mines and Environment (MEME/DE) has confirmed the contribution of USD 100,000 as co-financing in form of a grant. This funding will be directed towards national execution. In addition, USD 2,500,000 of in-kind contributions have been confirmed by the Ministry of Energy, Mines and Environment. This will allow to foster regional hubs for innovation, strengthening local ownership and identify innovations around local industries and markets.

f. Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF)

154. The long-term lifetime of cleantech innovations introduced in the market and the strengthened and interconnected CIEE will be reflected in multiple GEBs including, primarily, GHG emission reductions. The GEBs achieved through the implementation of this project will be identified and quantified on the basis of the innovations marketed and their uptake. Given the nature of the project,

the low-carbon products and services developed and commercialized will contribute to the GEBs beyond the project life and scope.

Background on GCIP's target for avoided GHG emission for the GCIP Framework (GEF ID: 10408)

155. In order to ensure that GCIP supports innovative cleantech solutions with high impact potential, and delivery of GEBs at the programme level, a target approach is applied. To achieve cost effectiveness of GEF funding for GEBs, a value of 5 to 10USD/tCO₂e avoided is targeted (corresponding to an overall cost per tonne at programme level of USD38-76/tCO₂e). This means that, with GEF funding of almost USD 18 million, GCIP Framework aims to deliver between 1.8 million and 3.6 million tonnes CO₂e by 2030. As 10 countries will be a part of the overall GCIP Framework, almost 1000 semi-finalists are expected to be supported through the accelerators in all countries across the programme. Therefore, the target for the minimum projected potential of avoided GHG emissions per enterprise is between 1,800 to 3,600 tCO₂e by 2030.

156. To put this minimum target approach in context, a review of previous GCIP alumni GHG reductions was carried out. The review, looking at three sources of information, shows that the proposed avoided emission target is plausible and quite conservative. It also demonstrates the huge likely variety of emission reductions due to the different country contexts and technology innovations. The review also shows that where an innovation has real market potential, the avoided GHG emissions are very significant and that the GCIP approach has experience in successfully identifying and accelerating such companies.

- a) Firstly, a survey carried out by UNIDO of 14 of its GCIP alumni showed that these companies had already generated 600,000 tCO₂e savings by 2017 and projected to generate over 4.8 million tonnes of GHG emission savings by 2020 (or 340,000 tCO₂e/year per company).
- b) Secondly, the Independent Evaluation Office (IEO) report of eight GCIP projects included a sample of alumni in its annex with projected avoided emissions between zero (either they had not been estimated yet or the cleantech was not related to CCM) and 5 million tCO₂e per year. A median for emission reductions that were reported (which occurred only for a small proportion of the total alumni, namely 60 out of 900) is 88 tCO₂ per year. If alumni with estimated reduction are included (34) in the calculations, then the median increases to 12,200 tCO₂/year with the interquartile range from 350 tCO₂ to 81,000 tCO₂/year.
- c) Thirdly, the Mission Innovation Framework for Assessing Avoided Emissions, in which a number of GCIP alumni (selected as part of Mission Innovation's 100 innovative clean energy solutions in 2019) were included, shows for example that Atomberg Technologies (which manufactures an energy efficient fan) is estimated to avoid 5 million tCO₂e/year by 2030. In turn BEAD, an energy management AI optimization enterprise, is estimated to avoid 319 million tCO₂e/year by 2030. These two companies were also covered by the IEO report mentioned above, but Atomberg had not provided an estimate (so was assumed zero) and BEAD's estimate was 5 million tCO₂e/year.

157. A ten-year horizon was selected for estimating the GHG emission savings. However, assessing a priori the GHG reduction potential of cleantech solutions (products, services) to be identified through GCIP has proven to be difficult, as by definition GCIP encourages open innovation, and the types and categories of cleantech products and services that will be supported can only be determined after the

selection of semi-finalists as part of the GCIP Accelerators. Also, expected difficulties include attribution of the incremental GEBs of the cleantech solutions to the GCIP support. However, the design of past GCIP assumed abatement costs (for GEF funding) of between 0.68 USD/tonne CO₂e in Turkey to 29.77 USD/tonne CO₂e in Armenia. As the targets were exceeded in those countries, and as the proposed benchmarks are within the same range, they are considered realistic and conservative.

158. The target of between 5 to 10 USD/tCO₂e avoided, that is set for the GCIP Framework, translates into avoided GHG emissions per enterprise of between 1,800 to 3,600 tCO₂e. The provided target range will enable the GCIP country child projects to support a mix of technologies with different CO₂ emission reduction potentials, and in particular allow innovations into the GCIP Accelerators that a) have a relatively low CO₂ reduction potential, but a considerable demand and market growth potential (that can lead to amplification of GEBs), as well as b) that create multiple benefits (including socio-economic, such as job creation, gender mainstreaming, etc.).

159. In addition, indirect GEBs facilitated through the CIEE strengthening are also expected. In particular, indirect GHG emission reductions could result from: strengthened capacity of institutions and human resources to support commercialization and uptake of cleantech solutions at large; investments mobilized for cleantech solutions at large due to reduced risk perceptions; as well as longer-term emission reductions from behavioural change. An estimated factor of 5 is chosen to provide a projection for indirect GEBs. Where possible, efforts will be made to verify the indirect GHG emission reductions achieved at national and global levels through terminal evaluations.

160. This target-based approach for the estimation of GHG emission reductions will be applied across all 10 child projects under the GCIP Framework (GEF ID: 10408). A GCIP methodology for the calculation and monitoring of GHG reduction potential will be developed by the GCIP Global (GEF ID: 10461) in the first year of the project implementation, as well as it will be shared with all GCIP partner countries to enable coherent approach. In order to ensure that the desired GEBs are cumulatively delivered by the GCIP Framework, appropriate measures will be applied across the programme. They will entail placing a benchmark for the estimated GEB to be delivered by the cleantech innovations at the GCIP Accelerator application stage, so that only solutions with sufficient impact potential are supported. If the projected GHG emission reduction does not meet the minimum requirement set, the innovation will not be accepted into the GCIP Accelerators.

Estimation of Global Environmental Benefits of the GCIP 2 Morocco

161. The three cycles of GCIP 2 Morocco Accelerator are expected to support at least 60 enterprises (semi-finalists), as a result of which the avoided direct GHG emissions over a ten-year horizon are estimated at between 108,000 and 216,000 tCO₂e of direct GHG emission savings and 540,000 and 1,080,000 tCO₂e of indirect GHG emission saving (based on an estimated factor of 5). The lower range has been used as input to the GEF corporate core GHG indicator target (indicator 6) as a conservative estimation. Please note that this calculation takes a conservative approach and only includes potential reduction from enterprises receiving Accelerator support. In other words, potential savings stemming from beneficiary enterprises of the Pre-Accelerator (150 enterprises supported) or the Advanced Accelerator (20-30 enterprises supported) etc. are not considered for the purposes of GEB calculations to avoid potential double counting, in anticipation of cases where one enterprise receives multiple types of support.

162. To facilitate the achievement of GEBs, there will be awareness raising and promotional activities during the call for applications to the GCIP Morocco Accelerator, and also the applicants will be supported in calculating GHG emission reduction potential of their innovations. Additional training on GHG monitoring and calculation will be provided to all semi-finalists.

163. In addition to the substantial mitigation of GHG emissions through carbon emissions avoided, the project is expected to support cleantech solutions that result in increased installed RE capacity and energy saved. In addition, the project is expected to support cleantech solutions that result in diverse range of environmental co-benefits such as reduction in waste, material use, air pollutants (e.g., NO_x, SO_x, PM and CO), and improved water quality, among others. These GEBs will be monitored as part of output 3.2.2, and reported through the annual GEF PIRs (project implementation reports), the mid-term review, and the terminal evaluation.

g. Innovativeness, sustainability, and potential for scaling up

Innovativeness

164. GCIP 2 Morocco is unique in its multi-tiered and multi-stakeholder approach to fostering the expansion of start-ups and SMEs into innovative cleantech markets. In comparison with other incubator or accelerator programmes, the GCIP 2 Morocco does not only focus on enterprises, but also on strengthening the entire CIEE by building capacity in national institutions, creating strong linkages between the most relevant ecosystem actors, and by raising awareness of the society at large.

165. In addition, GCIP 2 Morocco supports entrepreneurs across the whole innovation value chain to develop demand-driven and investment-ready cleantech solutions that will have an extensive positive impact in the global markets. What is more, GCIP enables achievement of not only environmental, but also socio-economic benefits, in that it for example promotes gender equality and women's empowerment.

166. In addition, GCIP 2 Morocco employs a localization approach to further increase the country's innovation capacity by establishing and working with local hubs.

Sustainability

167. GCIP 2 Morocco is designed with the view to ensuring self-sufficiency and long-term sustainability of the acceleration and coordination mechanisms established in its framework through:

- a) Enhancing the capacity of the PMU and local hubs to provide the Pre-Accelerator, Accelerator, Advanced Accelerator, and Post-Accelerator services in a self-reliant manner. More specifically, while the PMU and the local hubs are strongly supported in several activities by the global PEEs in the first year, the assistance is gradually phased out in the subsequent years, so as the PEE is expected to run all activities and coordinate with relevant stakeholders fully autonomously by the end of the project
- b) Building capacity of local experts (trainers, mentors, judges), so that they are able to offer their services on market terms (independently from GCIP 2 Morocco) to entrepreneurs not supported by the project

- c) Linking CIEEs across countries and creating incentives for cleantech start-ups/SMEs, policy makers, industry associations, etc. to formalize their commitments, and in particular to sign bilateral cooperation agreements that would guide their cooperation for the next years, without further involvement of GCIP 2 Morocco
- d) Providing several tools that can be referred to and used by different CIEE stakeholders beyond the lifetime of GCIP 2 Morocco, such as guidebooks, systems, tools, guidelines, website, etc.
- e) Guiding entrepreneurs to incorporate sustainability considerations in their business models, such as meeting the needs of the present generation without compromising the ability of the future generations to meet their own needs; as well as ensuring business resilience to external shocks and stable growth potential (through a thorough analysis of the demand, competition, etc.
- f) Facilitating early-stage investment, and thus enabling the entrepreneurs to bridge the valley of death in their scale-up journey, which in turns mitigates risks for future investors and increases chances for further rounds of finance, including commercial lending.
- g) Creating the GCIP Morocco section of the global GCIP web platform to be used also after the project lifetime (as a market place, where entrepreneurs will continue to showcase their solutions, investors will continue to scout for new innovations, policy makers and regulators will continue to interact). In fact, the web platform will catalyse connectivity between different stakeholders in the long term.
- h) Working closely together with other GCIP partner countries, and thus enabling GCIP 2 Morocco to be part of a global and recognized brand that is expected to last in the future.

168. A GCIP Morocco sustainability and exit strategy will be developed based on a framework delivered by the GCIP Global, and it will among others include specific considerations related to a formal project closure process (based on targets achieved by the GCIP Morocco) and long-term sustainability of the achieved results.

Scaling up

169. GCIP 2 Morocco bears a considerable potential for local and regional expansion in terms of cooperation and networking, as well as sectoral expansion through inclusion of additional cleantech categories. For example, through close relationship with other GCIP partner countries, the GCIP Morocco stakeholders are enabled to form international partnerships and to enter foreign markets. What is more, through continuous extension of GCIP into additional countries, these opportunities are continuously augmenting.

170. With regard to the cleantech categories, while it is foreseen that, in order to tackle the most pressing challenges, at the beginning the GCIP 2 Morocco will focus on energy efficiency, renewable energy production, energy storage, energy production data collection, eco-friendly vehicles, district heating systems, and modernization of electricity distribution network, other cleantech categories may be supported in addition in the future.

1b. Project Map and Coordinates

Please provide geo-referenced information and map where the project interventions will take place.

The project interventions will take place nation wide.



1c. Child Project?

If this is a child project under a program, describe how the components contribute to the overall program impact.

1. GCIP 2 Morocco child project will engage with the GCIP Framework and the GCIP Global to ensure synergies, knowledge sharing, learning, consistency, and efficiency as well as additional support to enable national SMEs to scale globally. The outputs and outcomes from GCIP 2 Morocco child project will contribute to the overall project impact through the number of cleantech innovations, entrepreneurs and SMEs supported, finance mobilized and the resulting green growth, jobs created and GHG emission reductions. The following figure 5 shows how the Global programme will support the child project and how the national child project will feed into the global programme.
2. The project will also collaborate with NGIN, and CTG, which are both official partners within the GCIP Global. It is also expected that the GCIP 2 Morocco child project will collaborate with UNFCCC Climate Technology Centre and Network (CTCN) and the Private Financing Advisory Network (PFAN), which are UNIDO hosted initiatives with expertise in supporting the technology innovation value chain. Engagement with the global framework is integrated into all components of the project and will include all stakeholders. It includes the following main activities:
 - a) Methodologies, guidelines, tools for acceleration, and training systems: These will be developed and harmonized at the global level and the national project will focus on adapting these to the national circumstances. Experiences in applying the tools and systems across child project will be used to improve the tools. The global accelerators and global forums will help national enterprises to bring their innovations to the global stage and link with entrepreneurs and from other countries to explore opportunities for joint co-innovation, joint ventures and mobilizing investments.
 - b) Enterprise's growth support, investment facilitation and cross border growth support: Through global project, national cleantech SMEs will be supported to expand their businesses to other countries. In addition, the global framework will provide investment facilitation services to national enterprises so that they can be linked to investors (impact, venture, angels, and commercial) at regional and global levels. Furthermore, the global framework will provide support to the national child project in establishing market enabling frameworks to promote investments in cleantech.
 - c) Targeted training, innovation policy support, knowledge management, and peer-to-peer networking and learning: The global framework will provide methodologies for training national institutions, development of policies on cleantech innovation and entrepreneurship, and document best-practices. By linking policy makers, institutions, financiers and entrepreneurs across countries, the global framework will facilitate knowledge exchange and documentation of best-practices and peer-to-peer networking and learning.
 - d) Programme standards, communication and advocacy, and monitoring and evaluation: to promote coherence and coordination across all GCIP countries, the global framework will develop program guidelines that will be applied by the countries. Through the global web platform that will be developed by the global framework, communications and advocacy

will be promoted across countries. In addition, the global framework will develop methodologies for impact tracking and monitoring and evaluation that will then be

applied across countries.

GCIP Framework Components

Pillar 1. Transforming early-stage innovative cleantech solutions into commercial enterprises

1.1 Acceleration of early-stage cleantech innovations into enterprises

- Methodologies, guidelines, tools and training systems for cleantech innovation and entrepreneurship accelerators developed and implemented
- Pool of business innovation and entrepreneurship experts (coaches, mentors and judges) trained and certified to support cleantech innovation and entrepreneurship accelerators at national and global levels
- Competition-based cleantech innovations and entrepreneurship accelerators conducted annually at national and global levels

1.2 Targeted business growth support and investment facilitation for cleantech enterprises at growth stage

- Targeted advanced business growth support services provided to selected cleantech enterprises towards commercialization
- Investment facilitation support provided to high impact cleantech enterprises
- Mentorship and partnership support provided to cleantech enterprises for cross-border market expansion.



Morocco National Child Project (GCIP 2 Morocco) components

Component 1. Transforming early-stage innovative cleantech solutions into scalable enterprises

Outcome 1.1 Early-stage cleantech innovations are accelerated at national and local levels

Outputs

- 1.1.1 The three GCIP guidebooks are adapted for Morocco
- 1.1.2 Pool of cleantech innovation and entrepreneurship experts (trainers, mentors, judges - at least 30) is trained and certified to support the GCIP Morocco Accelerator
- 1.1.3 Four local hubs established under GCIP Morocco support the formation of local innovation ecosystems
- 1.1.4 Three cycles of the annual competition-based GCIP Morocco accelerators conducted through the local hubs to identify and support high-impact technologies and business model innovation into market-ready businesses

Outcome 1.2 Start-ups and SMEs are supported through advanced business growth and investment facilitation services

Outputs

- 1.2.1 Two cycles of Advanced GCIP Morocco Accelerator conducted at the national level for most promising SMEs and start-ups identified through local hubs
- 1.2.2 Post-Accelerator support services provided to at least 20 selected cleantech enterprises towards commercialization
- 1.2.3 Investment mobilized to deploy at least 2 innovative cleantech solutions across various sectors

Pillar 2. Cleantech innovation and entrepreneurship ecosystems strengthened at national levels and connected at the global level

- Capacity building for national technology innovation and entrepreneurship support institutions, industry associations and business platforms
- Development and dissemination of cleantech innovation and entrepreneurship related policy recommendations and strategies at national and global levels
- Knowledge creation, exchange and dissemination at national and global levels to promote linkages, collaboration and synergies across cleantech ecosystems of GCIP countries



Component 2. Cleantech innovation and entrepreneurship ecosystem (CIEE) strengthening and connectivity

Outcome 2.1 The CIEE in Morocco is strengthened and interconnected

Outputs

- 2.1.1 Institutional capacity building of at least 50 CIEE actors conducted, including entrepreneurship train-the-trainer programmes for local universities
- 2.1.2 Cleantech innovation and entrepreneurship policy recommendations (at least 1), regulations (at least 1), and recommendations (at least 1) are developed at national and local levels, and disseminated to at least 20 key actors
- 2.1.3 Linkages, collaboration, and synergies (at least 20 interactions) across CIEEs are promoted

Pillar 3. Strategic program coordination and coherence

3.1 Standards and programmatic coherence to improve efficiency and sustainability of GCIP

Outputs:

- Program level internal guidelines developed and implemented for programmatic coherence across countries
- Program level knowledge management, communication and advocacy strategy developed and implemented
- Web platform established and operated to coordinate and consolidate GCIP operations at national and global levels and generate and disseminate knowledge products

3.2 Impact of GCIP tracked and reported at national and global levels

- Methodologies of estimating environmental impact of GCIP (including GHG emissions) established and applied across the program
- Program monitoring and evaluation framework developed and applied



Component 3. Programme coordination and coherence

Outcome 3.1 Efficiency and sustainability of the GCIP Morocco ensured through programme coordination and coherence with other GCIP country projects

Outputs

- 3.1.1 The GCIP internal guidelines for project management teams are adapted and implemented by GCIP Morocco
- 3.1.2 Programme-level knowledge management, communication and advocacy strategy is adapted and implemented by GCIP Morocco
- 3.1.3 The GCIP Morocco web platform is operated to maintain the GCIP community at national and regional levels

Figure 6: Alignment of the GCIP 2 Morocco child project with the GCIP Framework

2. Stakeholders

Please provide the Stakeholder Engagement Plan or equivalent assessment.

1. Inclusive stakeholder consultations that took place during the project design period, as well as the interviews conducted as part of the Terminal Evaluation of GEF-6 GCIP 1 in Morocco conducted in 2020, paved the way for strong involvement and commitment from all relevant actors. This will continue throughout the project, as the facilitation of coordination between all CIEE stakeholders is a key objective of the GCIP 2 Morocco. A Stakeholder Engagement Plan (SEP) was developed (Annex H) to outline the strategy for engaging with stakeholders, including a range of activities and approaches, from information sharing and consultation, to participation, negotiation, and partnerships. The SEP also sets out resources and responsibilities as well as any related monitoring and reporting requirements.

2. An overview of the stakeholders as well as their foreseen roles and engagement modalities in the project is included below. For further details on the types of stakeholders consulted, the interview questions and responses to questionnaires, please refer to the relevant section of the Terminal Evaluation Report of GEF-6 GCIP 1 (Annex K, pg. 83-110).

	Stakeholder	Mandate and/or function in Morocco and for the Project
GEF Agency	UNIDO	UNIDO is the implementing agency of the GEF Project. Accordingly, UNIDO will perform coordination, technical support, and oversight implementation functions.

<p>National Executing Entities</p>	<p>Ministry of Energy, Mines, and the Environment (MEME) Department of Environment (DE)</p>	<p>Department of Energy (DE) within the Ministry of Energy, Mines and Environment (MEME) is the main national project executing entity (PEE).</p> <p>MEME will chair the PSC.</p> <p>As Focal Point for the UNFCCC, MEME is responsible for coordinating the implementation of national policy with respect to climate change and preparing national communications regarding climate change. In this capacity, the Ministry coordinates and drives several projects regarding climate change vulnerability assessment and resilience strengthening. MEME is also the national authority responsible for the coordination of the implementation of the nationally determined contribution (NDC), which represents Morocco's efforts in the fight against climate change adaptation and mitigation for all the country's economic sectors. It has established a target 42% reduction of GHG emissions by 2030. The Ministry is also the designated national authority in relation to the Green Climate Fund (GCF). Accordingly, it is responsible for coordinating the GCF's country programme, defining national priorities in consultation with other relevant actors, and evaluating the relevance of the projects submitted to the GCF.</p> <p>This Ministry has a mission to develop and implement the national energy strategy and promote technological innovation in renewable energy and energy efficiency. These areas represent a major niche for innovation and business creation.</p> <p>The Ministry is also charged with establishing a favourable environment for promoting green entrepreneurship; in particular, by setting up a national strategy for waste recovery and reduction and programmes that promote R&D regarding priority environmental issues (water management, climate change, renewable energy, etc.).</p>
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	Comp?tences Changement Climatique du Maroc (4C Maroc)	<p>4C Maroc will be the supporting national PEE, responsible for administrative and financial management of the project, under supervision of the MEME/DE.</p> <p>4C Maroc is a platform for the relevant players in different sectors (public, economic, research & development, civil society, local governments, etc.) to enhance their skills. In addition, it functions as a hub for the development and dissemination of skills related to climate change. 4C Maroc is a public interest grouping whose executive board is chaired by the MEME. Its mandate includes:</p> <ul style="list-style-type: none"> ? Contributing to building the capacities of national players with regard to climate change. ? Capitalizing on information/knowledge/know-how relating to vulnerability, adaptation, mitigation, and finance in the area of climate change in Morocco. ? Developing decision support tools for climate change. ? Contributing to global efforts through experience exchange, monitoring and networking with CC players at international level
Key Stakeholders	Ministry of Industry, Trade and Green and Digital Economy	<p>The Ministry of Industry, Trade and Green and Digital Economy is responsible for the design and implementation of government policy in the areas of industry, trade, and green and digital economies.</p> <p>The Ministry is a member of the Project Steering Committee and will enable the project to establish links between clean tech innovations and the industrial sector as well as SMEs.</p>
	Ministry of Higher Education	<p>The Ministry of Higher Education is responsible for determining the policies and orientations of the educational system in Morocco and will be a member of the Steering Committee. The ministry will also establish links between the project and entrepreneurial and technological innovation activities within higher education establishments.</p>

	Agence Nationale pour la Promotion des Petites et Moyennes Entreprises (Maroc PME)	Maroc PME will be a member of the Project Steering Committee and will participate in the project's orientation and supervision of its implementation. Thanks to its familiarity with the challenges related to the business development, this agency will be in a position to bring technical support to the Project Steering Committee. Furthermore, it will be able to provide additional support to the involved start-ups, particularly through its numerous technical and financial assistance tools.
Other Project Partners	Université Mohammed VI Polytechnique de Benguerir	Thanks to its human resources, the Université Mohammed VI Polytechnique de Benguerir will contribute to the training and coaching of participants. It will also allow project beneficiaries to enjoy its incubation and research infrastructure.
	Research Institute for Solar Energy and New Energies (IRESEN)	IRESEN will contribute to the training and coaching of participants, particularly in the areas of energy efficiency and renewable energy within the context of a partnership with the programme. In addition, IRESEN is very close to the relevant researchers and experts in Morocco and abroad. Some participants may therefore be able to find the means to develop markets for their innovations within IRESEN's programme.
	L'Office Chérifien des Phosphates (OCP)	OCP is very present in certain regions, supports local entrepreneurs, and represents a potential partner for numerous green start-ups in various regions. The OCP's resources in the region could be shared allowing for the hosting of events dedicated to green start-ups.
Additional Stakeholders	Espace Bidaya	Bidaya is active in the same area as the project, operating as a start-up incubator. Its positioning can provide a 'deal flow' for GCIP candidates. Furthermore, Bidaya's geographical location in Casablanca will allow for the building of bridges between the project and the community of green entrepreneurs at regional level.
	Recherche & Développement Maroc	R&D Maroc has good knowledge of the scientific research sector. Its network is very close to researcher laboratories and researchers within higher education establishments.

	R?seau Entreprendre	Boosted by its regional network, R?seau Entreprendre will be able to contribute to the regionalization of the programme by offering access to the various R?seau Entreprendre local chapters. Its proximity to the regions will also provide a more nuanced appreciation of the regions? potential which will enable, through the programme?s intervention, the local ecosystem?s support for green entrepreneurship.
	NGOs	The project may engage with relevant NGOs identified during the project?s inception phase.
	Civil Society Organizations (CSOs), including women?s organizations	The project may engage with CSOs active in relevant fields, including entities focusing on promotion of gender equality and empowerment of women (GEEW) and youth entrepreneurship and empowerment.
	GCIP Morocco alumni	Targeted outreach efforts will be made to engage GCIP alumni enterprises as well as judges/mentors/coaches from GEF-6 GCIP 1 to engage with this project as relevant, and also to maintain the community of cleantech stakeholders to strengthen Morocco?s CIEE. Women GCIP alumni will be invited to actively participate, in accordance with the women empowerment and gender mainstreaming efforts of this project.
	GEF Agencies	Agencies currently implementing GEF energy projects in Morocco will be consulted and invited to participate in selected inception phase activities. In particular, the project will explore synergies and share information with GEF agencies currently implementing energy-related projects, including UNDP.

Table 10: Overview of stakeholders

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement.

Please refer to the Stakeholder Engagement Plan (Annex H).

Select what role civil society will play in the project:

Consulted only; Yes

Member of Advisory Body; Contractor;

Co-financier; Yes

Member of project steering committee or equivalent decision-making body;

Executor or co-executor;

Other (Please explain)

3. Gender Equality and Women's Empowerment

Provide the gender analysis or equivalent socio-economic assesment.

1. Gender equality is a fundamental human right. While some progress has been achieved towards gender equality and women's empowerment globally, women continue to suffer from discrimination and violence in some parts of the world. Gender issues need to be addressed by creating equal employment and capacity building opportunities, as well as social infrastructure and safe working conditions responding to the specific needs of women. The importance of gender equality and women's empowerment, particularly women's economic empowerment, is at the core of UNIDO's mandate. Commitment of UNIDO towards gender equality and women's empowerment is demonstrated in its policy on Gender Equality and the Empowerment of Women (2019), and the UNIDO Strategy for Gender Equality and the Empowerment of Women (2020-2023). UNIDO has also developed an operational energy-gender guide to support gender mainstreaming within its sustainable energy initiatives.

2. Gender equality enhances economic growth, reduces household poverty, and enables human development. Women's entrepreneurship, that can directly contribute to the economic empowerment of women, is often seen as crucial for increasing the quality of life of women in the developing world, as well as a trigger for changes of the status-quo of women and for re-addressing the balance of power within the family.

3. The focus of dialogue on gender and cleantech is shifting from women being identified as part of the vulnerable groups to them becoming key agents of change as consumers, entrepreneurs, distributors, and decision makers across the value chain. Women and their organizations have the potential to play a critical role in contributing to the SDGs. A large number of women are engaged in entrepreneurship, with a women ownership of 30-70% of all SMEs in emerging markets (IFC and McKinsey, 2011).

4. Nevertheless, the enterprises led by women in developing countries tend to be concentrated on a relatively narrow range of activities. Moreover, they are often very energy intensive, rely on biomass fuels and have disproportionately low rates of return compared to the activities undertaken by men. Nonetheless, networks of women entrepreneurs could be leveraged to promote innovative cleantech.

5. The 2020 Gender Gap Index of the World Economic Forum (http://www3.weforum.org/docs/WEF_GGGR_2020.pdf) ranks Morocco 140th out of 153 countries and scores 0.605 where 0 indicates total imparity and 1 indicates total parity. Morocco has developed numerous programs and initiatives during the past two decades to reduce disparities related to access to education, health, decent housing, and infrastructure. However, these efforts have not been sufficient to increase women's economic participation. While Morocco has improved its score in some components of the World Economic Forum's Global Gender Gap Index, the country's score for women's economic participation and opportunity declined from 0.4612 in 2006 to 0.0405 in 2020.

6. According to the report by USAID published in 2020) (https://pdf.usaid.gov/pdf_docs/PA00X4H8.pdf), female employment rate in Morocco is ranked 146 out of 153 compared to other countries. This rate has generally been decreasing for the past two decades and now stands at just 16.2% in 2020. Women represent 57% of domestic workers, 20% of salaried employees, 12.2% of independent workers, 8.7% of members of cooperatives, 1.2% of apprentices, 6.9% of employers, and 44.4% of 'other' employment status. Women's labour force participation is concentrated in lower productivity sectors, primarily in the textile and clothing industry (46.4%), community social services (46.2%), personal and domestic services (37.3%), and agriculture, forestry, and fishing sectors (33.6%). 13% of over 46,033 enterprises are led by women, with low representation of women in executive positions. Just 3.5% of companies have female majority ownership, and just 18% of the corporations on the Casablanca stock exchange have one or more female board members. In the private and public sectors combined, women represent 22.7% of employees but just 4.3% of top managers. In 2019, 16.6% of 27,262 cooperatives were led by women, vs. 15% of 15,735 cooperatives in 2015. Women represented 35% of 563,776 cooperative members in 2019, an increase from the 8% of 483,520 in 2015.

7. Based on these findings, the GCIP 2 Morocco aims to address the gaps, and foresees that a minimum of 30% of the total number of experts trained and GCIP-supported entrepreneurs will be women.

8. The GCIP Framework overall, including the GCIP 2 Morocco, has been identified as having 'significant gender mainstreaming' impact according to the Gender Marker used in categorizing UNIDO projects. It is expected to significantly contribute to gender equality and/or women's empowerment. These projects possess multiple entry-points for gender mainstreaming activities and/or affirmative action, but do not explicitly state gender equality and/or women's empowerment as a principal objective. Rather, gender equality and/or women's empowerment is a secondary objective, and the project has corresponding outputs and indicators that measure how gender equality will be advanced.

9. A guiding principle of the project is to ensure that both women and men equally lead, participate in and benefit from the project (UNIDO Gender Policy 2019). Particularly, in the GCIP 2 Morocco Pre-Accelerator, Accelerator, Advanced Accelerator, and Post-Accelerator, gender-responsive activities will be streamlined to ensure the achievement of this goal. Special efforts will be made to

promote equal participation of women and men, both at managerial and technical levels, as consultants, participants, entrepreneurs, mentors, etc. in all stages of project implementation. Previous GCIP projects have already shown higher levels of women's participation than other acceleration and incubation programmes, with 25% of the 900 alumni supported to date being women-led enterprises. This project aims at continuation of this trend and even at an increase of the proportion of women beneficiaries (with a target of at least 30% women beneficiaries).

10. UNIDO's Guide on Gender Mainstreaming in Energy and Climate Change Projects, as well as a draft gender mainstreaming action plan developed in the framework of this project (Annex I) will serve as a framework for the project implementation, as to ensure that both UNIDO and GEF requirements are fulfilled. Based on the guidelines, attention will be paid to: 1) Gender-sensitive recruitment at all levels where possible, especially in selection of project staff. Gender responsive TORs will be used to mainstream gender in the activities of consultants and experts. In cases where the project does not have direct influence, gender-sensitive recruitment will be encouraged. Furthermore, whenever possible existing staff will be trained and their awareness raised regarding gender issues; 2) Consideration of gender dimensions in all decision-making processes (e.g. efforts to achieve gender balance/representation in such processes), including PSC meetings; 3) Collection of sex-disaggregated data; 4) Consultations with and involvement of stakeholders focusing on gender equality and women's empowerment issues, such as gender experts and organizations, CSOs and NGOs, e.g. for outreach purposes.

11. A gender analysis was carried out and a draft gender mainstreaming action plan developed (Annex I) in the framework of this project, which also influenced the ultimate project design. In the project design UNIDO has ensured that the gender dimensions are considered, and that the project log-frame reflects key gender dimensions in the respective outputs, activities, indicators, and targets. Also, a review of previous GCIP projects enabled insights into how the GCIP 2 Morocco can best contribute to gender equality and women's empowerment.

12. A summary of some suggested approaches to gender mainstreaming is shown in the table below. A full list and further details are provided in the Gender Analysis Report (Annex I). Upon the start of project implementation, the PMU will review and validate the Draft Gender Mainstreaming Action Plan included therein and incorporate it into its annual work plans.

Stage/Activity	Gender equality measure
Project execution	Gender sensitization workshops will be conducted for all stakeholders involved in GCIP Morocco; A gender training package (material for national capacity building on gender awareness) will be adapted for Morocco from the training package developed by the GCIP Global; Gender focal point will be nominated within the PEE. Gender related targets are to be included in the Terms of Reference for the PEE and subcontractors.
Training of GCIP Morocco consultants and experts	Consultants/experts will be required to complete the 'I know gender?' UN course; Mentors and judges will be provided with training on awareness raising and gender-bias; Consultants will be expected to provide evidence on how gender equality is addressed in the material they develop.

Development of GCIP Morocco guidebooks	Guidebooks will highlight the need to make special effort to encourage women to apply for the GCIP acceleration support, including targeted outreach and gender specific communications material (e.g., videos, success stories) and explicit statements that GCIP encourages applications from women; Training materials for entrepreneurs will include topics on gender awareness; Gender equality will be addressed in the curricula and content of all training material developed for experts.
Application stage for GCIP Morocco Accelerator	Sex-disaggregated data will be collected in application forms; There will be targeted and gender responsive outreach; From the second year of project implementation, it will be considered to organize events specifically targeted at connecting women technicians and engineers with businesswomen; A target of the 30% of women-led enterprise applications is set.
Selection of GCIP Morocco semi-finalists and recruitment of experts	Stringent selection criteria will be defined that provide equal opportunities for both women and men; Women will be involved in the mentoring/training and judging processes so that more role models are created; Efforts will be made to ensure gender balance of judges; Special support will be provided to women to prepare for the competition, e.g. women could receive possibility to select their slot, so it does not overlap with their household responsibilities or could be offered safe transport to the competition venue; Evaluation methodology for selection of semi-finalists will consider the gender balance within entrepreneur's management teams and beneficiaries, as well as gender-responsive policies within their firms.
Special Awards	Special consideration will be given to the creation of a gender related prize (e.g., a prize for the women's entrepreneur of the year and/or a special award for the team with the product/service with the highest gender equality impact potential). Such a prize was offered in a number of previous GCIPs, which led to an increase in the number of women-led innovators applying for support (e.g., in South Africa, Pakistan, and Morocco the number of applications from women entrepreneurs was between 25% and 40%). In sum, the project design will acknowledge the differences between women and men considering distribution of economic activities and social roles.
Provision of support to entrepreneurs participating in the GCIP Morocco Accelerator, Advanced Accelerator, and Post-Accelerator	Where considered necessary, GCIP will seek to remove barriers to ensure inclusion of women (e.g., segregated financial training might be offered); There is a specific training module foreseen as part of the GCIP Accelerator curriculum to address gender-related challenges and barriers; The training material will be gender-responsive (e.g., stereotypes will be avoided); Trainings will be organized at times suitable for both women and men, and recordings will be provided.

Forums/events	Women participants will be encouraged to attend the forums/events through focused outreach activities; It will be ensured that topics of interest to women entrepreneurs are included in the forum/event agendas; There will be a targeted event or panel to discuss women's entrepreneurship; Participant data will be disaggregated.
Investment facilitation	Gender lens investing principles will be applied in all investment decision making processes; Specific training material and guidelines on gender lens investment will be developed for financiers.
Capacity building	Capacity building on gender equality will be mainstreamed throughout the project implementation and with regard to all stakeholders; The existing National Women's Platform will be enhanced; A gender sensitization training for relevant stakeholders will be organized.
Policy support	Gender and youth empowerment policy framework will be developed.

Table 11: Summary of gender mainstreaming approaches

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment?

Yes

Closing gender gaps in access to and control over natural resources; Yes

Improving women's participation and decision making Yes

Generating socio-economic benefits or services or women Yes

Will the project's results framework or logical framework include gender-sensitive indicators?

Yes

4. Private sector engagement

Elaborate on private sector engagement in the project, if any

1. The private sector is key to the creation and expansion the market of cleantech products and services, achieving GEBs, generating jobs and supporting economic growth. The proposed project is designed in line with the GEF policy on Stakeholder Engagement that sets out the core principles and mandatory requirements for stakeholders.

2. The private sector is a key source of co-financing, thus the project PMU will be explicitly tasked to connect the start-ups to as many potential investors (public, private, national, regional, global) through activities like Investor Connect, National Forums and the Global forums especially. Accordingly, the PMU will become a platform through which GCIP start-ups will be connected and establish relationships with network of private investors, industry association, VCs, impact investors, etc.

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a) There will be direct interactions with and support for entrepreneurs (SMEs and start-ups) offering innovative cleantech solutions. The entrepreneurs are considered as agents of change that bear the potential of instigating a market transformation. The SMEs and start-ups will be supported in the framework of GCIP 2 Morocco Pre-Accelerator, Accelerator, Advanced Accelerator, and Post-Accelerator, as described before.

b) Corporate partnerships will be formed to connect GCIP 2 Morocco participants with various companies with the aim to create joint venture opportunities across borders, to facilitate market expansion and product co-development. This has already been successfully piloted with the Korean Financing Technology Corporation (KOTEC) with collaborations established between Korean SMEs and GCIP alumni from Morocco, Pakistan, Thailand, and Turkey. Similar partnerships are expected under this project.

c) Moreover, the GCIP 2 Morocco will target financing institutions, venture capitalists, and angel investors in its communications and outreach activities that seek to raise awareness and strengthen the knowledge of opportunities and risks associated with investments in cleantech. In addition, Investor Connect events will be organized to connect potential financiers with entrepreneurs and to facilitate investments

d) The GCIP 2 Morocco will also cooperate with industry and business associations, such as Agence Nationale pour la Promotion des Petites et Moyennes Entreprises (Maroc PME), to leverage their know-how, capital, and interest in cleantech innovations, as well as to build their capacity. They may also be a partner in identifying and selecting potential candidates to be trained and certified as GCIP Accelerator mentors, judges, and coaches.

e) In addition, industry experts will be engaged as mentors, trainers, judges, to support the GCIP 2 Morocco Accelerator, Advanced Accelerator, and Post-Accelerator.

4. Facilitating private sector investment into cleantech is also a key tenet of the project's support for enterprises, and therefore mobilizing investments will be a continuous effort through the following interventions:

a) In collaboration with partners with commitment to finding a cleantech solution to a defined problem, ?Innovation Challenge? categories will be incorporated into GCIP 2 Morocco Accelerators. These partners are likely to be large private sector corporations (e.g., manufacturing plants looking for % of energy savings in their production line, or a building management company looking for a wholistic energy management system for a residential block). Only partners that demonstrate investment or purchasing capacity will be invited to be an owner of an Innovation Challenge, and the investment or purchase of the winning solutions will be captured as co-financing for the project.

(Output 1.1.4)

b) Advanced investment facilitation services will be provided as part of GCIP2 Morocco's post-acceleration service to selected enterprises. PFAN's expertise in enhancing investment readiness as well as its investor network will be mobilized to select and support the enterprises, and financing leveraged through these interventions will be captured as co-financing for the project. (Output 1.2.2)

c) A small budget is secured under this project to serve as pre-seed or seed funding for at least 2 enterprises with high-impact potential. The funding will be available to enterprises that are at the tipping point for piloting or market entry, and are in advanced discussion with potential investors or clients. Eligibility for this funding will include demonstration of co-financing from other sources. (Output 1.2.3)

5. Risks to Achieving Project Objectives

Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.(table format acceptable):

General risk analysis

Risk	Risk level	Risk mitigation measures
Institutional Risk ? Lack of absorptive capacity by the national counterpart	Low	Capacity building of the PMU and the PEEs will be an ongoing process throughout the project implementation period to ensure that staff are comprehensively trained, and sustainability of the programme is ensured. The main PEE (MEME/DE, MEME) has experience with GEF-6 GCIP 1, and has shown keen interest for sustainability of the GCIP in Morocco, as evidenced by its re-engagement in GCIP 2.
Institutional Risk ? Insufficient administrative and organizational capacity of the supporting PEE (4C Maroc) for successful execution of the project	Low	An organizational assessment (a micro assessment under the Harmonized Approach to Cash Transfers framework) was conducted to evaluate potential execution risks. The results showed the risks to be low in all areas under consideration.
Institutional Risk ? Insufficient technical capacity of the PEE for successful execution of the project	Low	The PEE was nominated by the GEF OFP in consultation with key stakeholders as the most appropriate national agency to execute the project. In addition, it has already accumulated relevant experience and expertise through GEF-6 GCIP 1 and therefore it is assumed that it has the pertinent mandate and technical capacity for successful achievement of the project objective and associated outputs and activities.
Institutional Risk ? Lack of effective coordination between various project partners	Low	Proper coordination will be ensured through the establishment of the Project Steering Committee (PSC) and ad-hoc working groups will be formed if necessary.

Operational Risk ? On-going global restrictions due to global shocks (e.g., COVID-19)	Medium/High	In case of travel and/or group meeting restrictions, the GCIP 2 Morocco trainings and meetings/events will be organized on-line.
Sustainability Risk ? Lack of ownership of project results and inability to source funding to continue the activities in the medium and long term	Low	A GCIP 2 Morocco sustainability and exit strategy will be developed based on a framework delivered by the GCIP Global, and it will among others include specific considerations related to a formal project closure process (based on targets achieved by the GCIP 2 Morocco) and long-term sustainability of the achieved results.
Political Risk ? Lack of political support to mainstream innovative cleantech	Low	The project is supported by the Government of Morocco, and different ministries have been involved in the design of the project. The Ministry's co-financing is also a strong signal of the government's interest in the cleantech sector.
Market Risk ? Lack of interest by entrepreneurs and other stakeholders to participate in the GCIP 2 Morocco	Medium	Outreach and communications activities will be a key component of the GCIP 2 Morocco in the lead-up to the opening of application process and throughout the project to attract entrepreneurs, potential sponsors and partners, and mentors and judges. More specifically, the GCIP 2 Morocco knowledge management, communication, and advocacy strategy will be developed to guide these efforts.
Market Risk ? Failure of businesses supported by GCIP 2 Morocco	Medium	The GCIP guidebooks (for Accelerator, Advanced Accelerator, and Post-Accelerator) will be comprehensive documents that articulate the GCIP approach to promoting cleantech innovation and entrepreneurship in developing countries. As such, they will help ensure that the businesses supported have real market potential. In particular, the GCIP 2 Morocco guidebooks will define eligibility requirements and selection criteria for the participants.
Financing Risks ? Incentive and financial support system are insufficient	Low	The outreach and communications activities will be targeted at, among others, financing institutions, venture capitalists, and angel investors. Moreover, the strong GCIP brand, and the direct involvement of renowned global PEEs are expected to build confidence of national and international financiers. The PSC will include at least one representative of a financing institution or an investor.
Social and Gender Risks	Low	To ensure gender inclusiveness of all project activities, UNIDO methodology for gender assessment and gender responsive communication showing the benefits of gender equality for both women and men will be applied. To mainstream women and youth entrepreneurship, adequate and gender responsive communication strategy will be implemented, and sensitization workshops will be organized. A full gender analysis was carried out and its recommendations were incorporated into the project design.

Climate Change Risks	Low	<p>Climate change it is not likely to have severe impacts on this project. The extent to which climate risks affect the outputs and outcomes of the project will depend on the cleantech innovations supported as part of the project. Possible impacts of climate risks could relate to cleantech innovations dependent on biomass or water supplies, in which case their raw material sourcing would be affected. There are also potential impacts that could affect a business due to logistic disturbances, disruptions to production, effects to working conditions or to the market, increased utility prices and costs for insurance, finance, or imports. To safeguard against climate risks the screening of technologies for selection for GCIP support will include an assessment of the climate risks, over the next 30 years, and where a risk is identified it will be necessary for the SME/entrepreneur to propose suitable adaptation or management measures. Climate risk will be included in the E&S criteria. GIZ's Climate Expert Tool could be used as one tool available to entrepreneurs.</p> <p>Technologies that receive support from the project will continue to be reviewed against local climate risks, as part of the support provided within the accelerator. For further details on the climate vulnerabilities and their mitigation measures, please refer to the Environmental and Social Management Plan (Annex J).</p>
Environmental Risks	Medium	<p>It is recognized that some technologies that could potentially be supported by the GCIP 2 Morocco, such as the use of block chain, could lead to major GHG emissions, unless powered entirely by renewable energy. Similarly, technologies related to energy storage can have harmful environmental impacts if not managed effectively. Therefore, any cleantech innovation supported by the GCIP 2 Morocco will need to meet strict environmental screening criteria. In addition, an Environmental and Social Management Plan (ESMP) was prepared (Annex J) to mitigate the environmental (and social) risks.</p>

Table 12: Gender risk analysis

COVID-19 risk analysis

Risk	Risk level	Risk mitigation measures
Technical expertise is not readily available due to the pandemic	Low	Necessary efforts will be made to identify alternative technical experts in case it is required. Planning will be flexible enough to reschedule activities onsite that require specific expertise.

Possible re-instatement of COVID-19 containment measures limits available capacity or effectiveness of project execution/implementation	Medium	The capacity of stakeholders, and especially the beneficiaries, for remote work and online interactions will be strengthened by securing access to commercially available conferencing systems. The current design of the curriculum for entrepreneurs is based on online interactions and deliverables, using webinars and web platforms, and therefore COVID-19 is not expected to pose a significant risk to the conduct of the acceleration cycles.
Some project supporters, co-financiers or beneficiaries may not be able to continue with project execution/implementation	Low	The situation will be closely monitored in order to find alternate supporters or co-financiers, or to readjust the list of beneficiaries if needed.
Price increases for procurement of goods/services	Medium	The project team will undertake efforts needed to find alternative providers and make sure that competitive pricing is obtained.

Table 13: COVID-19 risk analysis

COVID-19 opportunity analysis

Opportunity	Opportunity level	Opportunity optimization measures
New business opportunities created in response to COVID-19 related restrictions and measures	High	Response to COVID-19 restrictions, such as remote working arrangements and no-contact business modalities will require solutions that can be turned into new business models. These opportunities will be analyzed at the national level and shared with the GCIP Morocco entrepreneurs. Examples of former GCIP alumni responding to new business opportunities by providing innovative solutions during the pandemic are summarized here: https://www.unido.org/stories/cleantech-innovators-take-covid-19 .
New business opportunities to build back better for business continuity and economic recovery post-COVID-19	High	By design, the GCIP 2 Morocco engages private sector to promote and scale up cleantech products and services, and business models with resilience to climate change (e.g., circular business models). Information on relevant new business opportunities as well as policy/regulations will be added to the GCIP 2 Morocco curriculum so that the entrepreneurs are fully informed of the market and policy trends.

Table 14: COVID-19 opportunity analysis

6. Institutional Arrangement and Coordination

Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

?

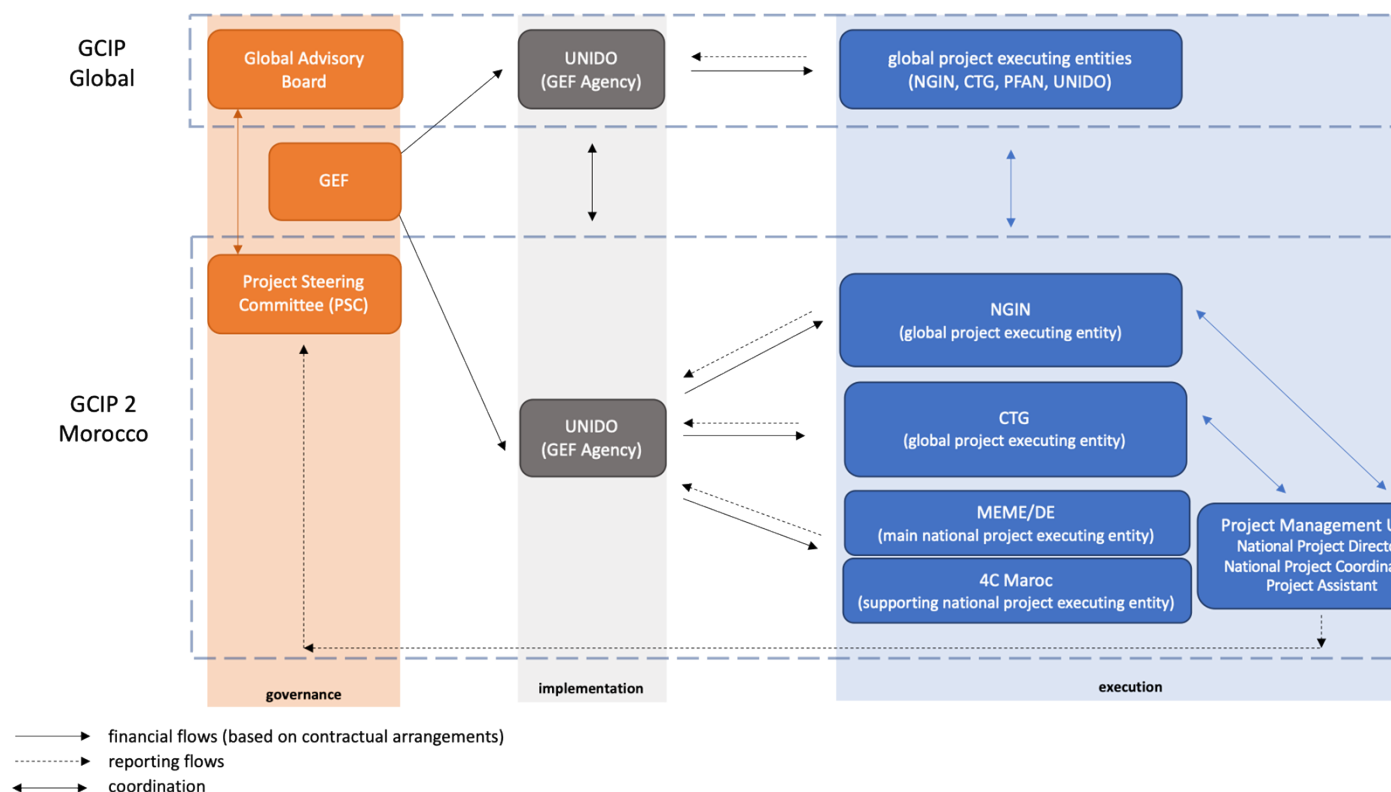


Figure 7: Institutional Arrangement

Implementation

1. UNIDO as the GEF Agency will be responsible for the implementation of the GCIP 2 Morocco, which entails oversight of project execution to ensure that the project is conducted in accordance with agreed standards and requirements. UNIDO as the GEF Agency will also be accountable to the GEF Council for the GEF-financed activities, as well as for project cycle management services and corporate activities.

Execution

2. In accordance with the GEF project and program cycle policy, GCIP 2 Morocco will be nationally executed by the Department of Environment within the Ministry of Energy, Mines and Sustainable Development (MEME/DE) as the main national project executing entity (PEE). Responsibility for energy policy and implementation of Morocco's national energy strategy lies with the MEME, and DE is responsible for developing, implementing, and monitoring government policy in the area of climate change, environment, and sustainable development. Therefore, a direct connection between this project and MEME/DE will be crucial in ensuring that the results and deliverables of this project contribute to the climate change, environment, and sustainable development agenda of Morocco. In addition, MEME/DE hosted the PMU of GCIP 1 in Morocco under GEF-6. Therefore MEME/DE's role as the main PEE will

ensure that GCIP 2 Morocco benefits from its institutional memory and capacities. As such, the GEF OFP has nominated MEME/DE as the main PEE for the project.

3. As a government ministry, MEME/DE is not able to receive and administer project funds. Therefore, MEME/DE has designated Centre de Compétences Changement Climatique du Maroc (4C Maroc) as its supporting PEE to receive and administer the project funds. This arrangement is endorsed by the GEF OFP in Morocco. To confirm this nomination as the supporting PEE, 4C Maroc successfully underwent an institutional assessment (HACT).

4. For execution of the project, the PEE will designate internally a National Project Director (NPD), as part of in-kind contribution of MEME. The PEE will also recruit externally a National Project Coordinator (NPC) and a National Project Assistant (PA) to form the project management unit (PMU) for GCIP 2 Morocco. The PMU will be hosted on the MEME/DE office premises.

5. Headed by the National Project Director, the PMU will be responsible for the management, execution and administration of day-to-day activities of the project, as well as its monitoring, in accordance with the project's work plan to be specified. Monitoring and reporting of the project's progress will include progress of the Stakeholder Engagement Plan, the Environmental and Social Management Plan, the Gender Mainstreaming Action Plan, and the Knowledge Management, Communication, and Advocacy Strategy, as well as independent financial audits. The PMU will also continue with co-financing mobilization efforts (in line with investment facilitation under outputs 1.1.4 and 1.2.2. and 1.2.3), and track the progress of investment and partnerships mobilized through the project and capture as co-financing. The PMU, through 4C Maroc, may sub-contract qualified service providers for the execution of outputs and activities as specified in this document. An open and competitive process will be applied to select the service providers.

6. To operationalize the execution arrangement, a tri-partite Execution Agreement will be signed by UNIDO, MEME/DE and 4C Maroc. The Execution Agreement will specify that MEME/DE is the main PEE with the overall execution responsibility of the project, which includes oversight of 4C Maroc as its supporting PEE. MEME/DE will host and supervise the PMU and its day-to-day execution of project activities. MEME/DE will report to UNIDO through the PMU. UNIDO will release project funds to 4C Maroc according to the agreed annual work plan to be developed as outlined in the Terms of Reference for the Project Execution Agreement and agreed upon by MEME/DE.

7. As part of the programmatic approach of GCIP, the PMU will also receive support from global PEEs, including PFAN (Private Financing Advisory Network), Network for Global Innovation (NGIN), and Cleantech Group (CTG). The global PEEs will execute the GCIP Global, as well as support the execution of GCIP 2 Morocco by providing several activities. Some at no cost for GCIP 2 Morocco (i.e., covered from the GCIP Global budget) and some covered from the GCIP 2 Morocco budget - as described in detail in the tables outlining "activities and responsibilities" in the project description. NGIN, CTG, and PFAN were identified and selected by UNIDO through an international open competitive process according to UNIDO procurement rules and regulations. There will be a contractual agreement between UNIDO and NGIN, CTG and PFAN detailing the expected outputs and deliverables.

8. With regard to GCIP 2 Morocco, NGIN and PFAN will be supporting the execution of outputs related to enterprise acceleration, post-acceleration support and investment facilitation (Component 1), whilst CTG will support the execution of outputs related to policy and ecosystem development (Component 2). Several services, as specified in detail in the tables outlining "activities and responsibilities" in the project description, will be financed by the GCIP Global (i.e., they will be provided

at no cost for GCIP 2 Morocco). An integral role of all global PEEs is to facilitate collective interaction, training, knowledge sharing, and communication with the GCIP country child projects through the national PEEs. This includes the development of tools and guidelines for dissemination to 4C, as well as training and workshops provided to 4C to strengthen its capacity to adopt and operationalise the tools and guidelines developed.

National Governance

9. To ensure national oversight and ownership of the project, as well as to provide strategic guidance, a Project Steering Committee (PSC, or Comité National de Pilotage) will be established under the chairpersonship of the GEF OFP. The PSC will comprise of high-level officials from the the Ministry of Energy, Mines and Environment, Ministry of Industry, Trade and Green and Digital Economy, the Ministry of Higher Education, Maroc PME, and IRESEN.

10. Experts and key stakeholders from academic and scientific institutions, private sector and civil society organisations may be invited to the PSC with observer status. In particular, experts in the areas of project's intervention (cleantech solutions, innovation, climate finance and investment, entrepreneurship, energy efficiency, renewable energy, waste recovery, etc.) will be invited to provide strategic and technical guidance and inputs. Observers may be invited to provide inputs to the PSC meetings as relevant, but will not have voting rights.

11. The PSC will meet twice per year to review the project implementation and execution progress and confirm the project workplan for the subsequent year. Any amendments proposed to the workplans and budgets to the PSC are conducted in accordance with the approved project document, the GEF policy, and UNIDO rules and regulations. Minutes of meetings are signed by UNIDO and the PSC chairperson(s).

12. The PMU forms the secretariat of the PSC and reports to the PSC.

Coordination with other projects and initiatives

13. This project will be conducted in coordination with ongoing GEF projects in Morocco, as well as other projects and initiatives identified in the above baseline scenario section, as to build upon lessons learned, increase synergies, and avoid duplication of efforts.

14. In particular, the project will coordinate with UNIDO's Programme for Partnership (PCP) in Morocco, which supporting the implementation of the national Industrial Acceleration Plan, which aims to make industry a major lever of economic growth and job creation. In 2020, the Millennium Challenge Account-Morocco Agency (MCA-MCC) and UNIDO signed a US\$ 3.7 million grant agreement to support the design and the implementation of a technical assistance and capacity building programme under the industrial parks component of the PCP Morocco. The programme will include a diagnostics study on industrial zones and a roadmap for performance improvement; development of a capacity-building programme to the Ministry of Industry, Trade and Green and Digital Economy, as well as other main stakeholders related to industrial zones and development of a national electronic platform on industrial zones. GCIP 2 Morocco will seek collaboration with PCP Morocco, and may support in identifying and piloting innovative cleantech solutions for industrial zones.

Legal Context

15. The present project is governed by the provisions of the Standard Basic Cooperation Agreement between the Kingdom of Morocco and UNIDO, signed on 6 September 1988 and entered into force on 30 September 1993.

Transfer of assets

16. Full or partial ownership of equipment/assets purchased under the project may be transferred to national counterparts and/or project beneficiaries during the project implementation as deemed appropriate by the government counterpart in consultation with the UNIDO Project Manager.

Programmatic Coherence and Cooperation

17. The GCIP Framework is supported through a Global Advisory Board that is to be established under the GCIP Global and that fulfils a role of a PSC. The Global Advisory Board will provide strategic guidance to the GCIP Framework, including the GCIP Global and GCIP country projects, and is the approval body for items of major impact on the programme. It will meet once a year to monitor progress against the objectives of the overall GCIP at the programmatic level, address potential problems and discuss strategic and policy issues affecting the programme. It will review impact tracking and it will also be responsible for defining programmatic strategy and advocacy messages.

7. Consistency with National Priorities

Describe the consistency of the project with national strategies and plans or reports and assessments under relevant conventions from below:

NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.

1. GCIP 2 Morocco is fully consistent with all relevant national strategies and policy documents outlined in the description of the baseline scenario and including the National Strategy for Sustainable Development 2030, Plan for Industrial Acceleration (2014-2020), the National Energy Plan, as well as the the National Strategy to Combat Global Warming (NSGW), the Green Morocco Plan (GMP), the Green Investment Plan (GIP) and the Moroccan Solar Plan (MSP).
2. The project also supports the Morocco's commitment to reduce its GHG emissions by 32% by 2030 compared to business as usual (BAU) projected emissions, as outlined in its Intended Nationally Determined Contribution under the UNFCCC . This commitment is contingent upon gaining access to new sources of finance and enhanced support, compared to that received over the past years, within the context of a new legally-binding agreement under the auspices of the UNFCCC. This target translates into a cumulative reduction of 401 Mt CO₂eq over the period 2020?-2030. Meeting this target will require an overall investment in the order of USD 45 billion, of which USD 35 billion is conditional upon international support through new climate finance mechanisms. Morocco's mitigation target is divided into a conditional and unconditional target: The unconditional target is a 13% reduction in GHG emissions by 2030 compared to a BAU scenario, while the conditional target is an additional 19% reduction achievable under certain conditions, which would bring the total GHG reduction to 32% below BAU emission levels by 2030.
3. There is a strong synergy between the GCIP 2 Morocco objectives and the targets set in relevant national strategies and policy documents with regard to both environmental (with focus on climate change mitigation) and socio-economic development (including job creation, wealth generation, gender mainstreaming, innovativeness and competitiveness of the economy, and private sector

development). Some relevant national strategies and actions plans and their climate change mitigation related targets are outlined below, which will form part of the evaluation criteria in the selection of cleantech solutions to receive support through the project.

a) National Energy Strategy

? Provide 42 % of the installed electrical power from renewable sources, of which 14 % is from solar energy, 14 % is from wind energy and 14 % is from hydraulic energy by 2020.

? Achieve 12 % energy savings by 2020 and 15 % by 2030, compared to current trends.

? Reduce energy consumption in buildings, industry and transport by 12 % by 2020 and 15 % by 2030. The breakdown of expected savings per sector is 48 % for industry, 23 % for transport, 19 % for residential and 10 % for services.

? Install by 2030 an additional capacity of 3,900 MW of combined-cycle technology running on imported natural gas.

b) National Waste Recovery Program

? Mainstream household waste management master plans and standardize them for all regions and provinces of the Kingdom. ?

Improve the collection of household waste to achieve an urban collection rate of 90 % by 2020 and 100 % by 2030.

c) National Liquid Sanitation and Wastewater Treatment Programme

? Reach an overall urban sewerage connection rate of 75 % by 2016, 80 % by 2020 and 100 % by 2030.

? Reach a 50 % volume of treated wastewater by 2016, 60 % by 2020 and 100 % by 2030.

d) Morocco Green Plan

? Modernize the agricultural sector to make it more competitive and integrated in the global market to create wealth over the entire value chain.

? Take into account the agricultural sector in all its sociological and territorial components by incorporating human development objectives as a key requirement.

? Improve the promotion of natural resources and their sustainable management.

? Define the necessary policies to support sustainable growth.

8. Knowledge Management

Elaborate the "Knowledge Management Approach" for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project's overall impact.

1. The GCIP Global will institutionalise knowledge sharing and management across country projects by making the structure of the programme accessible and replicable, and bringing selected finalists from around the world together, among others to showcase their innovations at the GCIP Global Forum.
2. A key element in knowledge management will be the creation of a national pool of experts (trainers, mentors, judges), which will allow for best practices and business knowledge to be shared with participants and stakeholders in a structured manner. The national pool of experts will be created from representatives of universities with business development programs, national banks, investment companies and businesses. All of them will be trained to provide entrepreneurs with the skills needed to participate in the GCIP 2 Morocco, and ultimately to bring their innovations to the market.
3. Knowledge sharing will be conducted through trainings, workshops, roundtable discussions, printed materials, and through the GCIP web platform at global and national levels. A set of carefully designed outreach activities will ensure recognition of and support for GCIP Morocco enterprises at the programmatic and national levels beyond the project duration.
4. The PEEs and the PMU will be tasked with ensuring the national and international visibility of the GCIP 2 Morocco and accessibility of key findings through the GCIP 2 Morocco web platform. This will provide an opportunity to reach out to future entrepreneurs and investors, while raising public awareness on cleantech and climate change mitigation. All knowledge management activities will be gender responsive, e.g., gender dimensions will be integrated into publications and it will be assured that women, men, and the youth have equal access to and to the same extent benefit from the knowledge created.
5. Continued networking among entrepreneurs during and after the annual acceleration cycles will be facilitated through the GCIP 2 Morocco web platform. The web platform will be a modern and user-friendly information sharing and networking tool that will also equip the PMU and the PEEs with local ownership of data (as described under output 3.1.3).
6. A knowledge management, communication, and advocacy strategy framework will be developed by UNIDO with a particular focus on:
 - a) Promoting visibility of GCIP and communicating its impacts achieved at national and global levels
 - b) Increasing awareness of the catalytic role of cleantech in addressing climate change and environmental issues
 - c) Showcasing cleantech innovations from the GCIP alumni and enhancing their visibility and credibility
7. The knowledge management, communication, and advocacy strategy framework will be shared with the PMU for review and adaptation to the GCIP 2 Morocco needs, as specified under output 3.1.2.
8. The GCIP 2 Morocco knowledge management, communication, and advocacy strategy will specify the exact knowledge products to be delivered, along with relevant timelines and

milestones. The table below provides a general overview of deliverables relevant for knowledge management.

Deliverable	Timeline
a pool of experts (trainers, mentors, judges) created	by the 6th month of project implementation/execution with regular updates after every half a year
the knowledge management, communication, and advocacy strategy framework reviewed and adapted to GCIP 2 Morocco (Output 3.1.2)	by the 6th month of project implementation/execution with regular updates each year
policy briefs, impact reports, brochures, webinars, and other types of promotional materials distributed through briefing sessions, press releases, social media presence, advertising, etc. ? in line with the GCIP 2 Morocco knowledge management, communication, and advocacy strategy	from the 6th month of project implementation/execution and according to the timeline as to be specified in the GCIP 2 Morocco knowledge management, communication, and advocacy strategy
GCIP 2 Morocco web platform created and operationalized (Output 3.1.3), including a special section for the GCIP 2 Morocco alumni network	by the 6th month of project implementation/execution
GCIP 2 Morocco Forum and GCIP Global Forum, as well as Investor Connect events organized	annually

Table 15: Overview of knowledge management deliverables

9. Monitoring and Evaluation

Describe the budgeted M and E plan

1. The monitoring and evaluation (M&E) will be conducted in accordance with established UNIDO and GEF procedures. The overall objective of the M&E is to ensure successful and quality implementation of the project by: i) tracking and reviewing project activities execution and actual accomplishments; ii) providing visibility into progress as the project proceeds so that the implementation team can take early corrective action if performance deviates significantly from original plans; and iii) adjusting and updating project strategy and implementation plans to reflect possible changes on the ground, results achieved and corrective actions taken.
2. According to the M&E policy of the GEF and UNIDO, follow-up studies like Country Portfolio Evaluations and Thematic Evaluations can be initiated and conducted. All project partners and contractors are obliged to (i) make available studies, reports and other documentation related to the project and (ii) facilitate interviews with staff involved in the project activities.
3. The Project Result Framework (Annex A) provides performance and impact indicators for project implementation/execution along with their corresponding means of verification. The actual progress will be reported against the workplan approved by the PSC. In case there are significant deviations between the forecasted workplan and actual implementation, corrective measures will need to be taken.

4. In order to harmonise the approach, there will be a GCIP M&E framework provided by the GCIP Global, including time-bound milestones and deliverables. The M&E procedure will consist of project inception, project progress report, PIRs, a project final report and tracking tools following GEF requirements. A detailed monitoring plan for tracking and reporting on project time-bound milestones and accomplishments will be prepared by GCIP Global in collaboration with the PMU and project partners at the beginning of project implementation and then periodically updated. There will be an external mid-term review of the project conducted halfway through project implementation. Gender dimensions and baseline for gender related targets will be appropriately captured in the GCIP Morocco M&E plan, in the progress review reports, as well as in the collection and assessment of relevant data. The GCIP M&E plan will encompass monitoring of the Environmental and Social Management Plan, the Stakeholder Engagement Plan, the Gender Action Plan, a Risk Mitigation Plan, Budget and Co-financing mobilisation.
5. The independent terminal evaluation report will be under the responsibility of the UNIDO Office of Evaluation and Internal Oversight (ODG/EIO).
6. The GCIP methodology for impact assessment will be developed by the GCIP Global and shared with the GCIP 2 Morocco for review and application. This will ensure a common understanding of estimation, tracking, and reporting approaches amongst all involved stakeholders, and will allow for data aggregation, comparisons, and extrapolation, not only on the national, but also on the global programme level. The methodology will enable assessment of social, economic, and environmental impacts, and at a minimum, it will account for global environmental benefits (GEBs), energy saved and increase in installed renewable energy capacity, job creation, gender mainstreaming, and investment leveraged. The data will be sex-disaggregated and gender-sensitive, and youth participation will also be recorded.
7. By referring to the impact and performance indicators defined in the Project Results Framework, the monitoring plan will track, report on and review project activities and accomplishments in relation to GEBs, including energy savings achieved, increased Renewable energy capacity and GHGs emission reductions, among others, generated as a result of the project. The Project Management Unit (PMU) will be responsible for continuous monitoring of project activities implementation, and performance in relation to the project results framework, the gender action plan, environmental and social management plan, stakeholder engagement plan and the risk mitigation plan. The PMU will be responsible for tracking overall project milestones and progress towards the attainment of the set project outputs and will also be responsible for narrative reporting to the GEF. Co-financing mobilisation efforts and results will also be monitored and reported on through the M&E plan, including through the annual GEF PIRs. The GEF OFP will be engaged in the M&E activities, such as regularly receiving all project progress reports, and providing inputs and comments, etc.
8. An overview of indicative costs of M&E activities is provided in the table below.

M&E Activity	Timeframe	GEF Budget (USD)	UNIDO in-kind co-financing (USD)	MEME in-kind co-financing (USD)	Responsible Entity
M&E plan	first 3 months after implementation start	2,000 (PMC)	10,000	10,000	PMU

Periodic progress reports	6-monthly	8,000 (PMC)	10,000	10,000	PMU
Mid-term review	at 1.5 years	10,000	10,000	20,000	External evaluator, submission to UNIDO
External terminal evaluation	started six months prior to the expected completion date of the project	30,000	10,000	20,000	External evaluator, submission to UNIDO
Total		50,000	40,000	60,000	

Table 16: Overview of M&E deliverables

10. Benefits

Describe the socioeconomic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

1. The project is expected to result in more cleantech start-ups and SMEs being identified and supported, thus acting as a catalyst for entrepreneurship development and cleantech investment in Morocco. GCIP 2 Morocco, as a dedicated national platform for promoting and supporting cleantech innovation, and further strengthened by local hubs, will result in an enhancement of human capital, thereby leading to job creation and poverty reduction as well as to an increased women participation in the entire value chain of technology development. New job opportunities in the country will in turn contribute to stemming the current brain drain. Local development and production of cleantech will very likely result in lower costs benefiting both the technology developers and end-users. It is noteworthy to underline that so far around 84% of start-ups and SMEs, that have completed the GCIP acceleration program globally, have remained in business for minimum of five years. Finally, the increased use of cleantech innovations supported by the GCIP 2 Morocco will also result in GHG emission reductions.
2. GCIP 2 Morocco will highlight the need for a stronger support at the national level for cleantech innovations and start-ups/SMEs. In particular, it will provide added value by bridging the gap between cleantech innovators and investors, thereby paving the way for the creation of new businesses opportunities resulting in a value added for the domestic economy. At the same time, through engaging all relevant stakeholders in the national CIEE, and encouraging their cooperation, as well as through linking different CIEEs across countries, the GCIP 2 Morocco will provide opportunities for international business scale-up and exchange of knowledge.

11. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

Overall Project/Program Risk Classification*

PIF	CEO Endorsement/Approval	MTR	TE
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Medium/Moderate

Measures to address identified risks and impacts

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

E&S risks	Mitigating Measure	Details of the mitigation technology, process, equipment, design, and operating procedures	Location	Timeline, including frequency, start and end date	Responsibility	Cost of Mitigation (If Substantial ; to be covered by the GEF grant or non-UNIDO co-financing)
Risks identified during preparation of the CEO Approval Request						

Increasing GHG emissions due to selection of clean technology (e.g., blockchain, land use change?)	Strict E&S criteria and screening of potential cleantech supported to minimize negative impacts of cleantech	Every application for support from the accelerator and post-acceleration will need to meet strict criteria including environmental and social impacts. The possible environmental and social impacts, and any mitigation measures proposed, of each technology will be assessed by an expert. Where necessary, expertise will be used to help the entrepreneurs to minimise the negative impacts. For example, use of renewable energy for powering IT systems. Note that expertise will also be used to help the entrepreneurs to maximize the environmental benefits associated with the cleantech innovation. If the mitigation measures are not sufficient then that technology will not be supported by GCIP.	National	Annual ? during accelerator and post-accelerator support selection	DE/MEME, 4C Maroc E&S experts	Incl. in accelerator budget
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Unintended harmful environmental impacts from hazardous materials used in cleantech innovations (e.g., mining, manufacture and decommissioning of batteries/PV)	Strict E&S criteria and screening of potential cleantech supported to minimize negative impacts of cleantech	<p>Every application for support from the accelerator and post-acceleration will need to meet strict criteria including environmental and social impacts. The possible environmental and social impacts, and any mitigation measures proposed, of each technology will be assessed by an expert. Where necessary, expertise will be used to help the entrepreneurs to minimise the negative impacts. For example, use of additional training. The alignment of proposed technologies will be reviewed against local climate risks in the target markets, as part of the support provided within the accelerator. Note that expertise will also be used to help the entrepreneurs to maximize the environmental benefits associated with the cleantech innovation. If the mitigation measures are not sufficient then that technology will not be supported by GCIP. Adaptation strategies will also be prepared if necessary. GIZ's Climate Expert Tool could be used as one tool available by entrepreneurs and GCIP mentors and judges.</p>	National	Annual ? during accelerator and post-accelerator support selection	DE/MEME, 4C Maroc E&S experts	Incl. in accelerator budget
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Unintended pollution / waste disposal from the cleantech innovations	Strict E&S criteria and screening of potential cleantech supported to minimize negative impacts of cleantech	<p>Every application for support from the accelerator and post-acceleration support will need to meet strict criteria including environmental and social impacts. The possible environmental and social impacts, and any mitigation measures proposed, of each technology will be assessed by an expert. Where necessary, expertise will be used to help the entrepreneurs to minimise the negative impacts. For example, use additional training, use of licensed waste operators. The alignment of proposed technologies will be reviewed against local climate risks in the target markets, as part of the support provided within the accelerator. Note that expertise will also be used to help the entrepreneurs to maximize the environmental benefits associated with the cleantech innovation. If the mitigation measures are not sufficient then that technology will not be supported by GCIP. Adaptation strategies will also be prepared if necessary. GIZ's Climate Expert Tool could be used as one tool available by entrepreneurs and</p>	National	Annual ? during accelerator and post-accelerator support selection	DE/MEME, 4C Maroc E&S experts	Incl. in accelerator budget
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SMEs/entrepreneurs lack the capacity/awareness to properly identify and mitigate the E&S risks related to their technology	Inclusion of impact of E&S risks in the training modules	Judges and mentors will be trained by E&S experts to identify potential E&S risks and will provide mentoring and training on mitigation to SMEs. If necessary additional E&S expertise will be called upon.	National	On-going	DE/MEME, 4C Maroc Judges, Mentors	Incl. in accelerator budget
Cleantech innovations do not deliver the pledged impacts	The innovative technologies will be assessed by technical judges/mentors during the competition. The innovations will be verified by key partner institutions as part of the post competition support.	The judges and mentors will include technical experts in the relevant field. Support provided will include maximizing environmental benefits and associated trainings. Stringent monitoring of innovations will be carried out post-GCIP support.	National	Annual ? during support and on completion	DE/MEME, 4C Maroc Judges, Mentors	Incl. in support and monitoring budget
SMEs/entrepreneurs do not comply with national regulation requirements (e.g., products do not meet quality/safety standards)	During the Accelerator phase, the PEE will verify that innovations comply with national regulation requirements and post support monitoring will check compliance after funding.	Mentors with expertise on national regulation requirements to support SMEs/entrepreneurs in quality/safety standards. Stringent monitoring of innovations will be carried out post-GCIP support	National	Annual ? during support and on completion	DE/MEME, 4C Maroc Judges, Mentors Local E&S experts	Incl. in accelerator budget

SMEs/entrepreneurs do not comply with national regulation requirements relating to working conditions and health and safety regulations	During the Accelerator phase, the PEE will verify that SMEs' workplaces comply with national regulation requirements and post-acceleration support monitoring will check compliance after funding.	Mentors with expertise on national regulation requirements to support SMEs/entrepreneurs in OSH and working conditions. Stringent monitoring of innovations will be carried out post-GCIP support	National	Annual ? during support and on completion	DE/MEME, 4C Maroc Judges, Mentors Local E&S experts	Incl. in accelerator budget
Cleantech innovation has a negative social or environmental impact on SME workers or beneficiaries (e.g., hazardous materials)	Strict E&S criteria and screening of potential cleantech supported to minimize negative impacts of cleantech on workers and beneficiaries	Every application for support from the accelerator and post-acceleration will need to meet strict criteria including environmental and social impacts. The possible environmental and social impacts, and any mitigation measures proposed, of each technology will be assessed by an expert. Where necessary, expertise will be used to help the entrepreneurs to minimise the negative impacts. For example, use of additional training.	National	Annual ? during accelerator and post-acceleration support selection	DE/MEME, 4C Maroc Judges, Mentors Local E&S experts	Incl. in accelerator budget

Low participation rates of females in project participation	Social safeguarding to ensure gender is mainstreamed throughout the project design	Gender mainstreaming will include thorough and gender responsive communication and ensure stakeholder involvement at all levels, with special regard to involving women and men, as well as civil society and non-governmental organizations promoting gender equality. Targets will be set and specific women only prizes considered. This shall mitigate social and gender related risks, promote gender equality, and maximize the potential contribution of the project to improving gender equality in the cleantech field.	National	Annual	DE/MEME, 4C Maroc	Incl. in all components ? budgets
Low participation rates of youth in programme	Social safeguarding to ensure that youth inclusion is a target for the entrepreneur support	Youth will be mainstreamed in the project through responsive communication and ensure stakeholder involvement at all levels, with special regard to involving youth, as well as civil society and non-governmental organizations promoting youth.	National	Annual	DE/MEME, 4C Maroc	Incl. in component 1 budget

Increase in carbon emissions due to travel, meetings, training, and events related to the project	Advice and training provided to promote the use of public transport, use webinars where possible, select environmentally conscious venues	Advice and training will be provided to all stakeholders involved in the project on how to minimize their carbon footprints	National	Annual	DE/MEME, 4C Maroc	Incl. in management budget
Climate change risks that may affect the SMEs supported under the project (for example impacts due to a reduction in bioenergy or water sources, or logistic disturbances, disruptions to production, effects to working conditions or to the market, increased utility prices and costs for insurance, finance, or imports.	Strict E&S criteria and screening of potential cleantech supported to include assessment of climate risks over the next 30 years.	Every application for support from the accelerator and post-acceleration support will need to meet strict criteria including an assessment of climate risks, which will be assessed by an expert. Where necessary, expertise will be used to help the entrepreneurs to develop adaptation or management strategies. The alignment of proposed technologies will be regularly reviewed against local climate risks, as part of the support provided within the accelerator. Adaptation strategies will also be prepared if necessary. GIZ's Climate Expert Tool could be used as one tool available by entrepreneurs and GCIP mentors and judges.	National	Annual	DE/MEME, 4C Maroc Judges, Mentors	Incl. in accelerator budget

Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
Annex J Environmental and Social Management Plan GCIP 2 Morocco final	CEO Endorsement ESS	

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Project Strategy	KPIs/Indicator ^[1]	Base -line	Target (for the entire project duration)	Means of Verification	Assumptions
Objective Support sustainable and inclusive economic growth by strengthening regional innovation ecosystems that promote clean technology innovations and entrepreneurship in start-ups and SMEs	amount of investment (co-financing) leveraged	0	2 mil USD	Project progress reports	Continuous support from the Government of Morocco and national partner institutions
	number of enterprises with economic gains (sales, savings)	0	30-45 (at least 30% women-led)	Project evaluation reports	
	number of additional jobs created or retained	0	40 (at least 30% women employed)	Project impact reports	
	number of enterprises with an increase in exports	0	5-10 (at least 30% women-led)		
	number of SMEs with increased inclusion in value chains	0	10-15 (at least 30% women-led)		
	CO2eq emissions reduced (tons) directly and indirectly	0	at least 108,000 (directly) and at least 540,000 (indirectly)		
	MW added generation capacity	0	n/a ^[2]		
	cumulative improved energy efficiency	0			
	number of new technologies adopted	0	10		Interest by cleantech entrepreneurs and investors
Component 1 Transforming early-stage innovative cleantech solutions into scalable enterprises					
Outcome 1.1 Early-stage cleantech innovations are accelerated at national and local levels					
Output 1.1.1 The three GCIP guidebooks are adapted for Morocco	number of suggestions for improvement of theGCIP guidebooks	0	10	Project progress reports	Continuous support from the Government of Morocco and national partner
	number of GCIP Morocco guidebooks (gender responsive, translated into French)	0	3 (1 for Pre-Accelerator, 1 for Accelerator, 1 for Advanced Accelerator)	Attendance records from consultation	

	number of consultation sessions and number of stakeholders consulted on GCIP Morocco guidebooks with relevant CIEE stakeholders (gender responsive)	0	2 sessions 20 institutions (25% women representatives, at least 2 institutions that focus on promoting GEEW)	meetings Meeting minutes	institutions Commitment by CIEE stakeholders Interest by cleantech entrepreneurs
	number of institutions with whom the GCIP Morocco guidebooks shared	0	50		
	number of calendars of all GCIP Morocco Accelerator related events for each Accelerator cycle in accordance with the GCIP guidebooks	0	3		
Output 1.1.2 Pool of cleantech innovation and entrepreneurship experts (trainers, mentors, judges - at least 30) is trained and certified to support the GCIP Morocco Accelerator	number of suggestions for improvement of the GCIP cleantech innovation and entrepreneurship expert training and certification system	0	10	Attendance records from trainings	
	number of GCIP Morocco cleantech innovation and entrepreneurship expert training and certification systems developed (gender responsive)	0	3 (1 for trainers, 1 for mentors, 1 for judges)	Project progress reports	
	number of trainings provided (gender responsive)	0	3 (1 for trainers, 1 for mentors, 1 for judges)		
	number of experts trained and certified				
	share of trained experts that complete the UN ?I-know-gender? training ^[3] and the UNIDO gender-lens investment training ^[4]	0	30 (at least 30% women) 100%		
Output 1.1.3 Four local hubs	number of local hubs established	0	4		

established under GCIP Morocco to support the formation of local innovation ecosystems	number of regions and entities considered and engaged as candidates to host local hubs	0	10 regions 15 entities	
	number of GCIP Morocco guidebooks adapted for operationalization through local hubs (gender responsive, translated into French)	0	2 (1 for Pre-Accelerator, 1 for Accelerator)	
	number of trainings conducted by PMU for local hubs (gender responsive)	0	3 (1 per year)	
	number of participants from local hubs per training	0	8 (2 per local hub, at least 30% women)	
	share of local hub staff that complete the UN ?I-know-gender? training and the UNIDO gender-lens investment training	0	100%	
Output 1.1.4 Three cycles of the annual competition-based GCIP Morocco accelerators conducted through the local hubs to identify and support high-impact technologies and business model innovations into market-ready businesses (at least 60 semi-finalists)	number of GCIP Morocco Pre-Accelerator cycles conducted through local hubs (gender responsive, each cycle operating in sync across the 4 local hubs)	0	3	Attendance records from trainings
	number of GCIP Morocco Pre-Accelerator participants per cycle	0	50 (across all 4 local hubs, at least 30% women)	Workshop agenda and reports
	share of GCIP Morocco Pre-Accelerator alumni that apply for GCIP Morocco Accelerator	0	20% (at least 30% woman-led teams)	Project progress reports
	number of GCIP Morocco Accelerator cycles conducted (gender responsive)	4	3	
	number of GCIP Morocco Accelerator applications received per cycle	xx	150 (at least 30% woman-led teams)	
	number of GCIP Morocco Accelerator semi-finalist teams per cycle	xx	20-25 (at least 30% woman-led teams)	
	number of GCIP Morocco Accelerator finalist teams per cycle	xx	5-8 (at least 30% woman-led teams)	

	number of GCIP Morocco Fora conducted (gender responsive, incorporating final judging and award ceremony of each Accelerator cycle, and investor connect activities)	xx	3		
	number of private sector entities and investment/financial institutions invited to each GCIP Morocco Forum	xx	15 (at least 25% women representatives)		
	number of help-lines for queries established	0	1		
	share of outreach and promotional activities and products associated with the GCIP Morocco Pre-Accelerator and Accelerator that are gender responsive	xx	100%		
	number of corporate entities identified and engaged to become a National Innovation Challenge owner	0	10		
Outcome 1.2 Start-ups and SMEs are supported through advanced business growth and investment facilitation services					
Output 1.2.1 Two cycles of Advanced GCIP Morocco Accelerators conducted at the national level for most promising SMEs and start-ups (at least 20) identified through local hubs	number of Advanced GCIP Morocco Accelerator cycles conducted (gender responsive)	0	2	Project progress reports	Continuous support from the Government of Morocco and national partner institutions Commitment by CIEE stakeholders Interest by cleantech entrepreneurs and investors
	number of enterprises participating in the Advanced Accelerator per cycle	0	10-15 (at least 30% woman-led enterprises)	Meeting attendance records	
	share of GCIP Accelerator alumni teams participating in the Advanced Accelerator	0	50%	Meeting minutes	
Output 1.2.2 Post-Accelerator support services provided to cleantech enterprises (at least 20) towards commercialization	number of networks established with national financial institutions and funds	0	1		
	number of financial institutions and funds as members of the network	0	20 (at least 25% women representatives)		
	number outreach products published for the network (gender responsive)	0	6 (2 per year)		

number of training/workshop events organized for the network (incorporating gender-lens investing sessions)	0	3 events
number of entities participating per event		20 entities per event (at least 25% women representatives)
number of Investor Connect / Partnership Forum events organized (gender responsive)		6 events (2 per year)
share of youth and women empowerment related sessions in each of the events organized	0	20%
engagement rate of GCIP alumni participating in each event		40% of GCIP alumni participate in each event (at least 25% women representatives)
number of private sector entities and investment/financial institutions participating in each event		20 entities per event (at least 25% women representatives)
number of GCIP alumni enterprises that receive advanced investment facilitation services (including connections to PFAN pipeline and events)	0	20 (at least 30% woman-led enterprises)
number of GCIP alumni enterprises that receive targeted commercialization support (needs based support- eg. technology verification, product development, manufacturing and logistics support, market entry support, legal advice, tax advice etc.)	0	20 (at least 30% woman-led enterprises)
number of GCIP alumni enterprises that receive mentoring and partnership support for cross-border and global market expansion	0	20 (at least 30% woman-led enterprises)

	number of women-led GCIP alumni enterprises that receive women targeted mentoring and support		20		
	number of GCIP Morocco alumni nominated and supported for the GCIP Global Accelerator		6 (2 per cycle, at least 30% woman-led teams)		
Output 1.2.3 Investment mobilized to deploy at least 2 innovative cleantech solutions across various sectors	number of GCIP alumni enterprises that receive investment during project implementation	0	5 (at least 30% woman-led enterprises)		
	amount of co-financing mobilized		1,000,000 USD co-financing mobilized		
	number of cleantech solution of GCIP alumni enterprises piloted during project implementation		2		
	amount of funds disbursed from project for piloting	0	150,000 USD disbursed		
	amount of co-financing mobilized		1,000,000 USD co-financing mobilized		
Component 2 Cleantech innovation and entrepreneurship ecosystem (CIEE) strengthening and connectivity					
Outcome 2.1 The CIEE in Morocco is strengthened and interconnected					
Output 2.1.1 Institutional capacity building of at least 50 CIEE actors conducted, including entrepreneurship train-the-trainer training	number of analyses of Morocco's CIEE (incorporating youth and gender dimensions)	0	1	Project progress reports	Continuous support from the Government of Morocco and national partner
	number of CIEE stakeholders consulted during the analysis		15 (at least 25% women)	Meeting attendance records	

programmes for local universities	number of tools for CIEE strengthening and connectivity (incorporating youth and gender dimensions)		2 (1 stakeholder engagement strategy and 1 cleantech innovation cluster strategy)	Meeting minutes	institutions Commitment by CIEE stakeholders Interest by cleantech entrepreneurs
	number of engagement workshops organized (gender responsive)	0	2	Project progress reports	
	number of experts trained as facilitators of strategy implementation		5-10 (at least 30% women)	Meeting attendance records	
	share of experts trained that complete the UN ?I-know-gender? training and UNIDO gender-lens investment training		100%	Meeting minutes	
				Project progress reports	
	number of capacity building events for selected stakeholders (incorporating youth and gender dimensions)	0	2		
	number of participants in the stakeholder capacity building events		50 (at least 30% women)		
	number of Entrepreneurship Train-the-Trainer Programme cycles conducted for local universities (incorporating youth and gender dimensions)		3		
	number of university professors and teachers trained	0	30 (from at least 2 local universities from each of the 4 regions, at least 30% women)		
	share of university professors and teachers trained that complete the UN ?I-know-gender? training and UNIDO gender-lens investment training		100%		

Output 2.1.2 Cleantech innovation and entrepreneurship policy recommendations (at least 20) are developed at national and local levels, and disseminated to at least 20 key actors	number of recommendations for the cleantech, innovation, and entrepreneurship policy		20		
	number of entities consulted in the development and validation of the recommendations	0	30 (at least 25% women representatives, at least 2 organizations that promote GEEW)		
	number of recommendations relating to youth and women empowerment		5		
	number of roadmaps guiding implementation of the policy recommendations (incorporating youth and gender dimensions) number of entities consulted in the development and validation of the roadmap number of relevant entities that received the roadmap	0	1 10 (at least 25% women representatives, at least 2 organizations that promote GEEW) 50		
Output 2.1.3 Linkages, collaboration, and synergies (at least 20 interactions) across CIEEs are promoted	number of stakeholders participating in the GCIP Global Forum	0	12 (at least 1 government representative, 1 PEE staff, and 2 GCIP alumni at each event, at least 25% women)		
	number of interactions facilitated between Morocco CIEE actors and stakeholders of other GCIP partner countries (eg. speaking opportunities, nomination in advisory boards, networking among industrial associations, etc.)	0	20 (at least 30% women beneficiaries)		
Component 3 Programme coordination and coherence					
Outcome 3.1 Efficiency and sustainability of the GCIP Morocco is ensured through programme coordination and coherence with other GCIP country projects					

Output 3.1.1 The GCIP internal guidelines for project management teams are adapted and implemented by the GCIP Morocco	number of tools/books with operational guidelines for the PMU (gender-responsive)	0	1	Project progress reports	Continuous support from the Government of Morocco and national partner institutions Commitment by CIEE stakeholders Interest by cleantech entrepreneurs
	number of sustainability and exit strategies (gender-responsive)	0	1	Meeting attendance records	
	number of annual works plans developed and validated by the PSC	0	3 (1 per year)	Meeting minutes	
	number of gender focal point and/or gender expert to ensure effective execution of the Gender Mainstreaming Action Plan	0	1		
	share of PMU staff that completed UN the ?I-know-gender? training and the gender-lense investment training course	0	100%		
Output 3.1.2 Programme-level knowledge management, communication and advocacy strategy is adapted and implemented by the GCIP Morocco	number of GCIP Morocco strategies for knowledge management, communication, and advocacy (gender responsive)	0	1		
	number of knowledge/communication products published/disseminated (eg. policy briefs, impact reports, brochures, webinars, briefing sessions, press releases, social media presence and advertising, etc.)		250		
	share of knowledge/communication products targeted at women	0	10%		
	share of knowledge/communication products targeted at youth		100%		
	share of knowledge/communication products that is gender responsive				

	number of partnership opportunities explored with entities/individuals	0	15 (at least 1 organization that promote GEEW)		
	number of memorandums of understanding (MoUs)/cooperation agreements		5		
Output 3.1.3 The GCIP Morocco web platform is operated to maintain the GCIP community	number of GCIP Morocco section created and maintained as part of the GCIP web platform	0	1		
	number of GCIP Morocco alumni network (with dedicated chapter on the GCIP Morocco web platform section)		1		
	number of network sub-chapters for women entrepreneurs		1		
	number of network sub-chapters for youth entrepreneurs	0	at least 50% of GCIP 1 Morocco semi-finalists and at least 70% of GCIP 2 Morocco semi-finalists % (of which at least 30% women)		
	engagement rate of GCIP alumni		at least 50% (of which at least 30% women)		
	engagement rate of GCIP Morocco mentors/coaches/judges		at least 50% (of which at least 30% women)		
Outcome 3.2 Impacts and progress of the GCIP Morocco are tracked and reported (M&E)					
Output 3.2.1 The GCIP methodology for impact assessment is adapted and applied	number of PMU staff trained by UNIDO on the GCIP methodology for impact assessment (including the accompanying tools)	0	2	Project progress reports	Continuous support from the Government of Morocco and national partner institutions
	number of trainings conducted by the PMU to GCIP Morocco Accelerator semi-finalists on the GCIP methodology for impact assessment		3 (at least 1 per Accelerator cycle)	Training attendance records	Commitment by CIEE stakeholders
	share of GCIP 2 Accelerator semi-finalists and interested GCIP 1 alumni trained on the GCIP methodology for impact assessment		100%)		Interest by cleantech entrepreneurs

	number of GCIP Morocco impact reports	0	3		
Output 3.2.2 Project activities are tracked and reported based on the GCIP monitoring and evaluation (M&E) framework, including an external mid-term review	number of GCIP Morocco monitoring and evaluation (M&E) plans (gender responsive)	0	1		
	number of project progress reports submitted to the PSC (gender responsive), including a section on review of the Gender Mainstreaming Action Plan	0	at least 6 (every six months)		
	number of external mid-term review reports	0	1		
Output 3.2.3 Independent terminal evaluation is conducted	number of external terminal evaluation reports	0	1		

^[1] Sex-disaggregated wherever possible.

^[2] The targets will be set after the first cycle of the GCIP Morocco Accelerator, based on the review of the number and quality of applications featuring renewable energy and energy efficiency technologies.

^[3] This is a self-paced online training with expected duration of 3 hrs to complete core modules 1-2-3 and module 15 on gender and ISID: <https://trainingcentre.unwomen.org/portal/>

^[4] This is a self-paced online training developed by UNIDO consisting of 6 modules on gender-lens investing. Module 6 focusing on cleantech with an expected duration of 2 hrs will be made available for project beneficiaries.

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

The 'Global Cleantech Innovation Programme (GCIP) to Accelerate the Uptake and Investments in Innovative Cleantech Solutions' (GEF ID: 10408) consists of 11 child projects as follows : Global, Cambodia, Indonesia, Kazakhstan, Moldova, Morocco, Nigeria, South Africa, Turkey, Ukraine, Uruguay. Therefore, UNIDO responses as presented below show how the comments from Council were addressed across all the 11 projects and, where feasible, country specific responses are provided.

	Comments	UNIDO Responses
	Germany	

	<p>Germany welcomes this innovative proposal that aims to foster clean tech start-ups and SMEs through capacity building, access to finance, policy and regulatory strengthening and learning and exchange, building on the lessons learnt from a previous project. The proposal is aligned with the relevant GEF focal strategy and comprehensive. Germany requests that the following requirements are taken into account during the design of the final project proposal:</p>	n/a
1	<p>Germany asks to review the risks section of the document as to identify environmental risks for relevant strategies and develop associated mitigation measures. The proposal currently considers environmental risks to be low without providing detail. However, some (e.g. blockchain) have concerning carbon footprints, unless they are powered exclusively by renewable energies, which is rarely the case. Industrial processes related to battery-based technologies can have harmful environmental impacts if these are not mitigated through environmental regulation and risk mitigation measures, which are often not effectively enforced.</p>	<p>Across all 11 projects, the environmental risk section was reviewed and revised based on the comments, and the environmental risks of some technologies were acknowledged, and mitigation measures proposed. More specifically, the project now includes environmental experts amongst the mentors, judges and trainers that will support the SMEs. This will ensure that all possible environmental risks for all innovations are systematically identified and mitigated. The technology selection criteria for applications submitted to GCIP will be devised to include assessment of mitigation measures for possible negative environmental and social impacts. Where required, specialized expertise will be sourced to help the entrepreneurs to minimise the negative impacts and in the event that mitigation measures are not sufficiently addressed, then that technology will not be supported by GCIP.</p>
2	<p>In this context, Germany also suggests to review the technologies alignment with local climate risks, when deployed. The GIZ ?Climate Expert? tool could provide a relevant frame to do so in a local context.</p>	<p>The impact of technologies will be assessed against local climate risks in the target markets, as part of the support provided within the GCIP Accelerator. Minimizing any negative environmental and social impacts will be accounted for in the technology selection criteria for applications submitted to GCIP. Adaptation strategies will also be prepared if necessary. UNIDO reviewed the Climate Expert Tool in detail and found it to be quite relevant. UNIDO will systematically recommend Climate Expert tool as one tools available to entrepreneurs and GCIP mentors, judges, and trainers across the 10 countries.</p>

3	<p>Germany suggests further broadening the scope to support low-tech and lower-tech approaches to energy, resource efficiency or waste management that do not exclusively rely on strong IT skills. It might not be the local SMEs? lack of access to finance and entrepreneurial capacities alone that hinder their development and scaling up.</p>	<p>The scope of technologies to be supported is not prescriptive as long as it is cleantech and in line with GEF 7 CCM focal area programming directions https://www.thegef.org/council-meeting-documents/gef-7-programming-directions (i.e. electric drive technologies and electric mobility, accelerating energy efficiency adoption, decentralized renewable power with energy storage, cleantech innovation, sustainable cities, and food systems, land use and restoration, etc.). As such, low-tech and lower-tech approaches to energy, resource efficiency, waste management etc. will not be excluded from the GCIP scope of support. Their uptake will depend on the state of the markets in each of the countries. In the Global project, an appropriate footnote was added to Output 1.1.1. For the 10 Country projects, the technology selection criteria for the national GCIP Accelerators will be adapted at the national level and will consider the local skills and technology base. The GCIP approach is designed to address other ecosystem weaknesses that may impact SME's ability to develop and scale-up beyond finance and skills. For example, Component 2 is designed to address some of these weaknesses by building capacity and supporting policy development that will strengthen the local ecosystem.</p>
4	<p>Germany also suggests seeking synergies with KfW's SME and start up support program for energy-efficient production processes, as well as the GIZ project on the promotion of smallest, small and medium-sized enterprises in Morocco.</p>	<p>All GCIP child projects will actively identify synergies with other programmes or initiatives in respective countries and as outlined in the stakeholder engagement plans, they will engage and work with others, such as for example KfW and GIZ. The GCIP Morocco child project will seek to maximize synergies and avoid duplications with the KfW's and GIZ's projects in the country.</p>
5	<p>Germany further invites consideration of potential additional synergies with research institutes (e.g. by leveraging the partnership with Climate-KIC); such partnerships might be able to provide some of the IT technology needed or help to bring technologies to maturity and to foster market readiness</p>	<p>UNIDO has been in discussions with various other accelerators with a view to establishing strategic partnerships and synergies. Such accelerators include Cleantech Scandinavia, Impact Hub, and Climate-KIC. In the case of Climate-KIC, UNIDO recognized the need for a strategic partnership on GCIP and other programmes. Accordingly, UNIDO and Climate-KIC will sign Memorandum of Understanding to promote partnership under GCIP to leverage opportunities for co-innovation and joint ventures between GCIP alumni and Climate-KIC alumni. Part of the collaboration is focused on creating linkages between the two programmes (KIC and GCIP) as well as on application of common methodologies and tools, and on organization of joint events that will give the opportunity for GCIP alumni to link with each other and with investors. Next to collaborating with other accelerators, GCIP also engages with R&D institutes. They are a key stakeholder in GCIP's ecosystem approach, which is reflected for example in the GCIP child project stakeholder engagement plans, and targeted activities, such as the train-the-trainer programme that is conducted in cooperation with national universities.</p>
	United States	

1	<p>We are supportive of this project, through there were initial concerns that the program appears to be duplicative of other major UN programs and IERNA efforts. Reviewers noted that as long as UNIDO, IRENA, the World Bank, Clean Energy Ministerial, CSL F, IEA, OECD, USAID, the EU, GiZ, and other major donors who are active in this space coordinate and de-conflict their efforts, or receive funding for their efforts from the program, it seems fine to promote innovation in clean technologies</p>	<p>In the meeting the Secretariat clarified that the GCIP uniquely combines an array of comprehensive and interlinked services to promote innovative cleantech solutions in developing countries and emerging economies. There are no known overlaps with any existing programmes or initiatives pursued by the UN, IRENA or other institutions. As specified in the descriptions of baseline scenario and any associated baseline projects in the respective RCEs, all child projects are designed with careful consideration of other ongoing project/ initiatives and with the objective to maximize synergies and avoid duplications with them.</p>
2	<p>Other reviewers are supportive of this initiative and think it is well-designed for Cambodia. However, there is concern about partnering with UNIDO who has struggled with implementing programs in the past.</p>	<p>The independent evaluation by GEF IEO of past GCIP projects (https://www.gefio.org/evaluations/evaluation-gef-unido-global-cleantech-innovation-programme-2018) unequivocally concluded that the programme was successfully implemented. These evaluation findings and feedback from participants have served as a basis to design the activities of the GCIP Global child project and cascaded to all the 10 countries. Further details regarding the findings of the GEF IEO thematic evaluation of GCIP are provided in Annex N. Furthermore, UNIDO has also been successfully implementing projects under other GEF programmes within the GEF 7 CCM focal area but with focus on topics other than cleantech, such as e-mobility and sustainable cities. In implementing GCIP, UNIDO will continuously review lessons from these and other successful programmes pursued by various institutions, so as to learn and apply best practices.</p>

ANNEX C: Status of Utilization of Project Preparation Grant (PPG).
(Provide detailed funding amount of the PPG activities financing status in the table below:

Not applicable.

ANNEX D: Project Map(s) and Coordinates

Please attach the geographical location of the project area, if possible.

1. The project will establish local hubs in four pilot regions, which are expected to serve the urban centres and surrounding areas to serve entrepreneurs and all relevant CIEE stakeholders, such as universities, policy makers, financiers, and R&D institutions. The national level activities will be conducted from Rabat, where the PMU will be operating from.

2. The pre-identified regional groups before start of project implementation are near i) Tangier (North), ii) Oujda (East), iii) Rabat and Casablanca, (Centre) and iv) Essaouira and Agadir Marrakech (South), and the exact location and regional groups will be confirmed upon further in-depth consultations and validation process to serve entrepreneurs and all relevant CIEE stakeholders, such as universities, policy makers, financiers, and R&D institutions. Through the in-depth consultations, the 4 regions will be confirmed in Year 1 of the project. The local partners will also be confirmed during this process, ensuring that they have the strategic mandate and adequate capacity to serve as local hubs of GCIP 2 Morocco. The exact locations of the local hubs will be determined as described in output 1.2.3. The project boundary will not overlap with any other country's territory.



ANNEX E: Project Budget Table

Please attach a project budget table.

This is a summary of the budget at the outcome level.

For a more detailed budget table, please refer to the attached excel file (titled Annex E).

Years 1-4 (USD)												
Expenditure Category		Detailed Description (Activity)	Outcome 1.1	Outcome 1.2	Outcome 2.1	Outcome 3.1	Outcome 3.2	Sub-Total	M&E	PMC	TOTAL	Responsible Entity (*UNIDO's subcontract to executing entities)
Contractual services	1.1.1.a Review the three GCIP guidebooks (Accelerator, Advanced Accelerator, and Post-Accelerator)		5,000					5,000			5,000	MEME/DE, 4C Maroc
	1.1.1.b Adapt the three GCIP guidebooks		9,000					9,000			9,000	MEME/DE, 4C Maroc
	1.1.2.a Review GCIP cleantech innovation and entrepreneurship expert training and certification system		4,000					4,000			4,000	MEME/DE, 4C Maroc
	1.1.2.b Adapt the GCIP cleantech innovation and entrepreneurship expert training and certification system		9,000					9,000			9,000	MEME/DE, 4C Maroc
	1.1.2.c Conduct training and certification for at least 30 experts		45,000					45,000			45,000	MEME/DE, 4C Maroc
	1.1.3.a Select 4 pilot regions for establishment of local hubs through consultations with local partners		6,000					6,000			6,000	MEME/DE, 4C Maroc
	1.1.3.b Adapt GCIP guidebooks for operationalization through local hubs		8,000					8,000			8,000	MEME/DE, 4C Maroc
	1.1.3.c Train and establish 4 local hubs to conduct GCIP Accelerator at regional levels		60,000					60,000			60,000	MEME/DE, 4C Maroc
	1.1.4.a Conduct 3 cycles of GCIP Morocco pre-Accelerator		15,000					15,000			15,000	MEME/DE, 4C Maroc
	1.1.4.b Conduct three annual cycles of the GCIP Morocco Accelerator		40,000					40,000			40,000	MEME/DE, 4C Maroc: 30,000 NGIN:10,000
	1.1.4.c Establish and operate a help-line for queries for local hubs on the GCIP Accelerator		25,000					25,000			25,000	MEME/DE, 4C Maroc: 5,000 NGIN:20,000
	1.1.4d Conduct three annual national GCIP Morocco forum		15,000					15,000			15,000	MEME/DE, 4C Maroc
	1.2.1.a Conduct two cycles of Advanced GCIP Morocco Accelerators at the national level			10,000				10,000			10,000	MEME/DE, 4C Maroc
	1.2.2.b Organize national investment and partnership facilitation events (Investor Connect/Partnership Forums) for GCIP Morocco alumni			10,000				10,000			10,000	MEME/DE, 4C Maroc
	1.2.2.c Provide advanced investment facilitation services to selected enterprises to financing opportunities			6,000				6,000			6,000	MEME/DE, 4C Maroc
	1.2.2.d Provide targeted commercialization support for GCIP alumni enterprises			30,000				30,000			30,000	MEME/DE, 4C Maroc
	1.2.2.e Mentoring and partnership support provided for cross-border and global market expansion			10,000				10,000			10,000	MEME/DE, 4C Maroc
	1.2.3.a Support enterprises in investment mobilization for their cleantech solutions			38,000				38,000			38,000	MEME/DE, 4C Maroc
	1.2.3.b Support piloting of cleantech solutions			125,000				125,000			125,000	MEME/DE, 4C Maroc
	2.1.1.a Conduct analysis of Morocco's CIEE and produce a report				4,000			4,000			4,000	MEME/DE, 4C Maroc
	2.1.1.b Develop tools for CIEE strengthening and connectivity, including a stakeholder engagement strategy and a cleantech innovation cluster				10,000			10,000			10,000	MEME/DE, 4C Maroc
	2.1.1.c Conduct at least 2 capacity building events				6,000			6,000			6,000	MEME/DE, 4C Maroc
	2.1.1.d Conduct at least three cycles of the Entrepreneurship Train-the-Trainer Programme for local universities				12,000			12,000			12,000	MEME/DE, 4C Maroc
	2.1.2.a Review Morocco's existing policy and regulations relating to the promotion of cleantech, innovation, and entrepreneurship (including				35,000			35,000			35,000	MEME/DE, 4C Maroc: 5,000 CTG:30,000
	2.1.2.b Develop up to 20 recommendations for the cleantech innovation and entrepreneurship policy through stakeholder engagement with at				6,000			6,000			6,000	MEME/DE, 4C Maroc
	2.1.2c Develop a roadmap to guide the implementation of the recommendations in consultation with at least 10 key staholder entities				8,000			8,000			8,000	MEME/DE, 4C Maroc
	2.1.3a Facilitate participation of at least 1 government representative, 1 PEE staff, 2 GCIP alumni at each annual GCIP Global Forum				25,000			25,000			25,000	MEME/DE, 4C Maroc
	3.1.1.b Develop the GCIP Morocco sustainability and exit strategy					4,000		4,000			4,000	MEME/DE, 4C Maroc
	3.1.2.b Capture and disseminate knowledge gathered by GCIP Morocco					12,000		12,000			12,000	MEME/DE, 4C Maroc
	3.1.3.a Create and maintain a section for the GCIP Morocco on the global GCIP web platform					6,000		6,000			6,000	MEME/DE, 4C Maroc
	3.1.3.b Launch the GCIP Morocco alumni network and create a special section on the GCIP Morocco web platform to maintain it					1,000		1,000			1,000	MEME/DE, 4C Maroc
	3.2.1.c Validate and consolidate the GCIP Morocco enterprise impact data, and to develop and publish a GCIP Morocco impact reports						6,220	6,220			6,220	MEME/DE, 4C Maroc
3.2.2.c Conduct an external mid-term review of the project							-	10,000		10,000	UNIDO	
3.2.3.a Conduct an independent external terminal evaluation							-	30,000		30,000	UNIDO	
sub-total			241,000	229,000	106,000	23,000	6,220	605,220	40,000		645,220	
International consultants		financial consultant(s)	-	-	-	-	-	-	-	-	-	-
		technical/business consultant(s)	-	-	-	-	-	-	-	-	-	-
sub-total			-	-	-	-	-	-	-	-	-	-
National staff and consultants	Short-term consultants	technical/business/policy consultant(s) (Activities 1.1.1.a+b, 1.1.2.a+b)	11,000	14,000				25,000			25,000	MEME/DE, 4C Maroc
		financial consultant(s) (Activities 1.1.1.a+b, 1.1.2.a+b)	9,000	14,000				23,000			23,000	MEME/DE, 4C Maroc
	PMU staff	environmental and social consultant(s) (Activities 1.1.1.a+b, 1.1.2.a+b, 3.2.1.a)	4,000	8,000			1,000	13,000			13,000	MEME/DE, 4C Maroc
		gender consultant (Activities 1.1.1.a+b, 1.1.2.a+b, 3.1.2.a+b, 3.2.1.a)	5,000	5,000		4,000	1,000	15,000		4,000	19,000	MEME/DE, 4C Maroc
		Project Technical Expert and Coordinator	23,000	27,000	7,000	21,000	3,000	81,000		43,000	124,000	MEME/DE, 4C Maroc
	Project Assistant	7,000	8,000		12,000	1,000	28,000		22,000	50,000	MEME/DE, 4C Maroc	
sub-total		59,000	76,000	7,000	37,000	6,000	185,000		69,000	254,000		
Travel to meetings, project sites, workshops, etc.									8,900	8,900	MEME/DE, 4C Maroc	
Office (supplies, rent, equipment, etc.)									5,122	5,122	MEME/DE, 4C Maroc	
Total			Outcome 1.1	Outcome 1.2	Outcome 2.1	Outcome 3.1	Outcome 3.2	Sub-total	M&E	PMC		TOTAL
Outcomes			300,000	305,000	113,000	60,000	12,220					
Components				605,000	113,000		72,220	790,220	40,000	83,022		913,242

Entity	YEARS 1 - 4											
MEME/DE, 4C Maroc	813,242											
NGIN	30,000											
CTG	30,000											
UNIDO	40,000											
TOTAL	913,242											
M&E	YEARS 1 - 4											
UNIDO	40,000											
TOTAL	40,000											

ANNEX F: (For NGI only) Termsheet

Instructions. Please submit an finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement stage should include final terms and conditions of the financing.

Not applicable.

ANNEX G: (For NGI only) Reflows

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agency is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

Not applicable.

ANNEX H: (For NGI only) Agency Capacity to generate reflows

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies' capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).

Not applicable.