



GEF-6 REQUEST FOR ONE-STEP MEDIUM-SIZED PROJECT APPROVAL

TYPE OF TRUST FUND: GEF Trust Fund

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PART I: PROJECT IDENTIFICATION

Project Title:	Programme for cleantech innovation and green jobs in Morocco		
Country(ies):	Morocco	GEF Project ID: ¹	9485
GEF Agency(ies):	UNIDO	GEF Agency Project ID:	160081
Other Executing Partner(s):	Delegate Ministry in Charge of Environment to the Ministry of Energy , Mining , Water and the Environment; Ministry of Industry, Trade, Investment and the Digital Economy; Ministry of Higher Education, Scientific Research and Training; Moroccan Center for Innovation and Social Entrepreneurship (CISE), Industrial Cluster for Environmental Services (CISE Morocco)	Submission Date: Resubmission Date:	04/29/2016 05/05/2016
GEF Focal Area(s):	Climate Change	Project Duration (Months)	36
Integrated Approach Pilot	IAP-Cities <input type="checkbox"/> IAP-Commodities <input type="checkbox"/> IAP-Food Security <input type="checkbox"/>		
Name of Parent Program:	[if applicable]	Agency Fee (\$)	86,758

A. FOCAL AREA STRATEGY FRAMEWORK AND PROGRAM²:

Focal Area Objectives/programs	Focal Area Outcomes	Trust Fund	(in \$)	
			GEF Project Financing	Co-financing
CCM-1 Program 1	Outcome A. Accelerated adoption of innovative technologies and management practices for GHG emission reduction and carbon sequestration; Outcome B. Policy, planning and regulatory frameworks foster accelerated low GHG development and emissions mitigation.	GEFTF	913,242	2,900,000
Total project costs			913,242	2,900,000

B. PROJECT FRAMEWORK

Project Objective: Create green jobs by promoting clean technology innovations and entrepreneurship through the development of a cleantech innovation platform and accelerator programme						
Project Components/ Programs	Financing Type ³	Project Outcomes	Project Outputs	Trust Fund	(in \$)	
					GEF Project Financing	Confirmed Co-financing
1. National Cleantech Platform to promote clean technology innovations and green jobs in Morocco	TA	1.1 National level platform/ coordinating mechanism established to promote clean technology innovations and entrepreneurship	1.1.1 Annual Cleantech business competitions held and accelerator established across selected SME clusters covering at least four clean technology categories (e.g. Energy Efficiency, Renewable Energy, Waste to Energy, Water Efficiency and Green Buildings, etc.)	GEFTF	440,220	1,600,000

¹ Project ID number will be assigned by GEFSEC and to be entered by Agency in subsequent document submissions.

² When completing Table A, refer to the excerpts on [GEF 6 Results Frameworks for GETF, LDCF and SCCF](#).

³ Financing type can be either investment or technical assistance.

		<p>1.2 Clean technology entrepreneurs identified, coached and promoted during and beyond the Cleantech programme.</p>	<p>1.1.2 At least two Entrepreneurship Training Programmes organized for students from local universities</p> <p>1.2.1 Extensive advocacy and outreach activities organized at the national level, and willing stakeholders and SME clusters identified to participate in the Cleantech Platform with dedicated outreach for women associations and youth groups</p> <p>1.2.2 Post-competition support for the identified winners (i.e. testing facilities, additional mentoring/courses on clean technologies, entrepreneurship, innovations, as well as seed money for startup creation) to transform their innovation into business models that create green jobs and opportunities</p>			
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2. Building national capacity to support and promotion of clean technology innovations	TA	2.1 National institutional capacity built for to support and organize the Cleantech competition and accelerator during and beyond the project period.	2.1.1 Capacity building of national institutions and industrial associations to host, support and sustain the Cleantech programme (i.e. training of trainers on entrepreneurship startups, knowledge management, benchmarking of technologies and information on best practices) 2.1.2 Methodologies and guidelines for the competition and accelerator established, mentors, and judges trained 2.1.3 Corporate and Public Private Partnership Forums held and knowledge/best practice exchanged with the other Global Cleantech Innovation Programme countries 2.1.4 Technical and financial advice provided to foster venture capital funds investing in successful clean technology startups in the country	GEFTF	300,000	950,000
3. Policy and regulatory framework strengthened for the creation of a nurturing local innovation ecosystem	TA	3.1 Policy and institutional framework strengthened to promote clean technology innovations in SMEs.	3.1.1 Policy analysis report on the best practice policies, regulations and incentives required for the promotion of clean technology innovations developed	GEFTF	50,000	90,000
4. Monitoring & Evaluation	TA	4.1 Adequate monitoring of all project indicators to ensure successful project implementation and evaluation	4.1.1 Periodic reviews and independent terminal evaluation conducted	GEFTF	40,000	90,000
Subtotal					830,220	2,730,000
Project Management Cost (PMC) ⁴				GEFTF	83,022	170,000
Total GEF Project Financing					913,242	2,900,000

⁴ For GEF Project Financing up to \$2 million, PMC could be up to 10% of the subtotal; above \$2 million, PMC could be up to 5% of the subtotal. PMC should be charged proportionately to focal areas based on focal area project financing amount in Table D below.

For multi-trust fund projects, provide the total amount of PMC in Table B, and indicate the split of PMC among the different trust funds here: ()

C. SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

Please include confirmed co-financing letters for the project with this form.

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount (\$)
Recipient Government	Delegate Ministry in Charge of Environment	Grant	515,000
Recipient Government	Delegate Ministry in Charge of Environment	In-kind	2,185,000
GEF Agency	UNIDO	Grant	50,000
GEF Agency	UNIDO	In-kind	150,000
Total Co-financing			2,900,000

D. GEF/LDCF/SCCF RESOURCES REQUESTED BY AGENCY(IES), TRUST FUND, COUNTRY(IES), FOCAL AREA AND PROGRAMMING OF FUNDS

GEF Agency	Trust Fund	Country/Regional/Global	Focal Area	Programming of Funds	(in \$)		
					GEF Project Financing (a)	Agency Fee ^{a)} (b)	Total (c)=a+b
UNIDO	GEFTF	Morocco	Climate Change	N/A	913,242	86,758	1,000,000
Total Grant Resources					913,242	86,758	1,000,000

a) Refer to the [Fee Policy for GEF Partner Agencies](#).

E. PROJECT'S TARGET CONTRIBUTIONS TO GLOBAL ENVIRONMENTAL BENEFITS⁵

Provide the expected project targets as appropriate.

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	<i>hectares</i>
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	<i>hectares</i>
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	<i>Number of freshwater basins</i>
	20% of globally over-exploited fisheries (by volume) moved to more sustainable levels	<i>Percent of fisheries, by volume</i>
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO _{2e} mitigated (include both direct and indirect)	200,922.5 - 401,845 tCO ₂ eq <i>metric tons</i>
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern	Disposal of 80,000 tons of POPs (PCB, obsolete pesticides)	<i>metric tons</i>
	Reduction of 1000 tons of Mercury	<i>metric tons</i>
	Phase-out of 303.44 tons of ODP (HCFC)	<i>ODP tons</i>

⁵ Provide those indicator values in this table to the extent applicable to your proposed project. Progress in programming against these targets for the projects per the *Corporate Results Framework* in the [GEF-6 Programming Directions](#), will be aggregated and reported during mid-term and at the conclusion of the replenishment period. There is no need to complete this table for climate adaptation projects financed solely through LDCF and/or SCCF.

6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries	<i>Number of Countries:</i>
	Functional environmental information systems are established to support decision-making in at least 10 countries	<i>Number of Countries:</i>

F. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT? NO

(If [non-grant instruments](#) are used, provide an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF Trust Fund).

N/A

G. PROJECT PREPARATION GRANT (PPG)⁶

Is Project Preparation Grant requested? Yes ☐ No ☒ If no, skip item G.

PART II: PROJECT JUSTIFICATION

1. Project Description.

Background

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 and Small and Medium-size Enterprises (SMEs) with innovative ideas and concepts in the areas of energy efficiency, renewable energy and green building practices. The competition was coordinated by the Department of Trade and Industry (the dti) through the National Cleaner Production Centre of South Africa (NCPC-SA), in cooperation with the Department of Environmental Affairs (DEA), the Council for Scientific and Industrial Research (CSIR), the Technology Innovation Agency (TIA), etc. All participants were given the opportunity to present their proposals on energy efficiency, renewables and green buildings and get feedback, while the best went on to receive additional training, mentoring and access to Cleantech networking events. The success of the project, which attracted a wide range of private sector interest, identified 24 semi-finalist companies and 3 winners across three categories, has allowed it to go into a second phase in 2013.

Building on this success and the lessons learned, and taking into account the increased need to accelerate the pace of clean technologies innovation and adoption globally, UNIDO and the GEF have developed a global flagship programme to promote Cleantech innovations and entrepreneurs around the world; the Global Cleantech Innovation Programme (GCIP) for SMEs. Beginning of 2014, the GCIP for SMEs and startups was simultaneously implemented in Armenia, India, Malaysia, Pakistan, Turkey and South Africa, with Thailand joining in 2015. A further 10 countries, including Vietnam, Ukraine, Brazil, and China; among others have already expressed interest in joining the GCIP under the GEF-6 cycle.

The technologies developed by entrepreneurs and nurtured under the GCIP for SMEs and startups have the potential to enhance energy access and affordability while creating green jobs through the provision of new and innovative technologies that directly deal with country-specific challenges. Some of the most common challenges are energy-related issues, absence of a clean technology innovations ecosystem, lack of private sectors interest in clean technology innovations and lack of entrepreneurial spirit. Accordingly, the GCIP for SMEs approach adopts an ecosystem approach that significantly contributes to global environmental benefits by supporting clean technology innovations thereby creating new industries and jobs, as well as supporting existing SMEs through provision of new and clean technologies that enhance productivity and competitiveness of SMEs. Moreover, this flagship programme has the potential to create an extensive network of clean technology entrepreneurs originating from countries participating in these global and regional programmes, thereby leveraging external knowledge and international capital to invest in the startups.

⁶ PPG of up to \$50,000 is reimbursable to the country upon approval of the MSP.

Under the 2014 competition cycle, a total of 555 applications were received across the six countries, from which 159 innovative clean technology entrepreneurs were selected to take part in the Accelerator Programme. In the 2015 competition cycle, the initial number of applicants was 902, and whittled down to 186 semi-finalists, from which the 7 national winners were selected. The entrepreneurs were chosen across 4 clean technology categories: Renewable Energy, Energy Efficiency, Waste-to-Energy, and Water Efficiency.

For example, Free the Seed Sdn. Bhd. was selected the National Winner of the 2014 Cleantech Programme in Malaysia, with a patented biotechnology process that converts existing stockpiles of rice husks and rice straw into biodegradable packing products. The developmental impact of this project is, indeed, tremendous i.e. the pilot phase alone is expected to directly impact the lives of 1,300 paddy farmers and this figure is expected to reach 30,000 as the project goes into full production in 2017. In terms of climate change impact, the project could result in an estimated reduction of 600,000 kg of CO₂ per annum through supporting an estimated 47,000 hectares of paddy fields to achieve Zero Open Burning. Further environmental benefits ensue from the replacement of current packaging materials that are not biodegradable. Once in full production, this startup is envisaged to create many green and sustainable jobs in Malaysia with very high replication potential across the region and other rice producing countries around the world.

The 2015 GCIP South Africa national winner, Khaya Power, was also selected as the global GCIP winner during the Cleantech Open Global Forum in California. The team developed a solution for communities without grid power, a cook stove that gasifies biomass to generate heat and power, providing a replacement for dangerous paraffin and charcoal stoves and open wood-burning fires. While the potential development impact of this technology has not yet been measured, the team, known as “ekasi.energy,” has already completed the emission and combustion testing of the stove in the US with the early results showing an extremely clean burn with virtually no carbon monoxide or PM_{2.5}, a fine smoke that causes lung ailments, present.

In addition to national winners, participants in the GCIP process acquire key skills that they use to improve their start-up and increase their chances of securing investors in their startups.

Furthermore, the technologies developed by these entrepreneurs, now alumni of the GCIP startups, are further developed and promoted at the national, regional and global levels to achieve widespread commercialization, enhance access to venture capitalists, angel investors and grant funding. Furthermore, the programme ensures that the adoption of these technologies will have a positive impact on the energy trajectory of the local communities and countries.

This project was developed further to a request by Morocco to UNIDO to develop a project that would create green jobs by promoting clean technology innovation and entrepreneurship.

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

SMEs create jobs and are essential for the overall development of the economy, accounting for 99% of the number of businesses worldwide.⁷ They show great potential as instruments for economic growth and development through increased productivity, enterprise creation and employment rates. In the case of the Morocco, well-managed and healthy SMEs play a major role in the economy although they suffer from a lack of policy coordination within and between public institutions, high collateral requirements and limited financing opportunities. Though the government of Morocco has implemented many measures to foster innovation and support SMEs since 2010, there is still a clear need to develop incentives to promote and strengthen cooperation between public sector, higher educational institutions and private sector in order to foster a beneficial environment of entrepreneurship.

In general, 92% of all Moroccan businesses are classified as SMEs, and are responsible for 90% of the country's GDP. Morocco benefits from having one of the most diverse economies in the MENA region, with a multitude of industries, a vibrant services sector and modern, knowledge-driven sectors, such as ICT and film-making. However, as the public sector is still a large employer and the number of job seekers is on the rise, there is a dire need to embolden the SME sector in the country. Moreover, the social impact potential in terms

⁷ www.internationalentrepreneurship.com

of job creation by SMEs makes the case for supporting innovation linked to SMEs very important. For instance, youth unemployment rates in North Africa are estimated at 15-30%.⁸ Creating an environment where SMEs can flourish is therefore a key instrument for social stability in the long term. Data collected by the International Finance Corporation further indicates that there is much room for growth in the SME sector in the region, as the share of SMEs per 1,000 people is quite low compared to other regions and constitute only 25.4 in Morocco compared to 31 in developing countries and 45 in high-income OECD countries. Similarly, the current share of SMEs in formal employment is relatively low in Morocco (21.6%) compared to 33% in developing countries and 45% in high-income OECD countries.⁹

Given the vulnerability of the Moroccan economy to climate change risks (e.g. rising sea levels and prolonged droughts), the introduction of innovative mechanisms to mitigate and adapt to climate change will play a vital role in the coming years as the country continues on a path toward industrialization. The increased promotion and adoption of clean technology innovations will further strengthen the resilience of the Moroccan economy to climate change, while also having positive economic and social benefits through the promotion and support of entrepreneurs and innovation beyond individual sectors and regions. The positive impacts of such interventions are magnified when applied to SMEs that are particularly vulnerable to climate change, business climate that is deemed to be difficult to maneuver and a policy environment that is not adequately adapted to their specific needs. Despite the general recognition of the positive impacts of fostering innovation and clean technologies for the mitigation of environmental degradation and support of SMEs, the widespread adoption of such policies and technologies faces several barriers.

The following barriers have been identified as key hindrances to the introduction and adoption of innovative clean technologies in Morocco, as well as the development and growth of SMEs.

- *Lack of institutional coordination* – While there is a number of various groups in Morocco supporting entrepreneurs and startups (e.g. the Ministry of Energy, Mining, Water and Environment, CISE, the Global Entrepreneurship Network, Startup Maroc, MEDREP, SwitchMed, etc.), there is a significant lack of coordination, as well as collaboration amongst these actors which limits their effectiveness in the market. Thus, there is a need to map both the current cleantech startups in the country, the enablers (e.g. incubators, etc.) and the pipelines (e.g. universities, etc.) in order to establish a well-coordinated national platform where various stakeholders and players will coordinate their efforts to further form an entrepreneurial ecosystem in the country.
- *Lack of supportive policies and business environment* – Fostering of innovation and entrepreneurial spirit requires supportive policies and business environment that encourages investment. Though it is becoming much easier to start a business and a special tax free rate status exists for early stage entrepreneurs, a major driver of more startups being formed, the Moroccan business environment has still a number of obstacles, especially for SMEs that limit their development and hinder investments in innovation and clean technologies. Key obstacles identified include high rates of taxations, a shortage of skilled labour, etc.
- *Limited access to financing* – Limited access to financing for SMEs and startups is a common issue across developing and emerging countries, and is considered a key determinant of competitiveness for SMEs on the regional scale. As per the Financing Technology Entrepreneurs & SMEs in Developing Countries: Challenges and Opportunities – Morocco Country Study (2008), the financing gap in Morocco is caused by a misallocation of resources rather than by an absolute lack of funds¹⁰. For instance, although Morocco hosts what will be the largest concentrated solar power plant in the world (Noor I to III in Ouarzazate), there seems to be a low number of home-grown and active Cleantech Ventures that are in this field which can provide services and technologies to the industry. This would ensure that the technology is well anchored in the country and the country would be a regional hub to spur the scaling up of the technology

⁸ OECD/ The European Commission (2014), *SME Policy Index: The Mediterranean Middle East and North Africa 2014: Implementation of the small business act for Europe*; “Youth” is defined as persons aged 15-24 here.

⁹ International Finance Corporation (2014), *MSME Country Indicators*, Washington, DC.

¹⁰ InfoDev (2008), *Financing Technology Entrepreneurs & SMEs in Developing Countries: Challenges and Opportunities – Morocco Country Study*, https://www.infodev.org/infodev-files/resource/InfodevDocuments_542.pdf

in the region and the continent. While numerous factors contribute to this situation, the complexity of starting a business venture in Morocco, low rates of technology commercialization from universities, and low rates of cleantech entrepreneurship training are key factors. Moreover, the existing venture capital funds should be incentivized to consider small-scale investment submitted by SMEs. Bank financing, though the main potential source of capital for SMEs and startups, still requires assistance in the establishment of credit guarantee schemes and increased awareness of the existing credit information systems, etc. In general, the country's legal framework should encourage the enlargement of access to credit, thereby increasing the potential for job creation in the private sector and better social outcomes, and supporting the entrepreneurial ecosystem, in particular the Cleantech sector.

Access to financing is also limited by the fact that many entrepreneurs lack the ability to prepare and present adequate business plans and financial statements (i.e. poor financial literacy), and loan/grant officers lack the skills to properly evaluate the value and potential of innovative technologies.

- *Lack of trained experts and information about technology* – A potential barrier to the national innovation and acceleration programmes for cleantech in SMEs and start-ups in Morocco is the lack of trained experts for mentoring start-ups and entrepreneurs involved in cleantech innovations and also a lack of information about technology options, best practices, and benchmarks within SMEs.
- *Weak linkages between universities/research institutes and the industrial sector* – Morocco's private sector still accounts for a very small share of R&D expenditure; only a few firms perform R&D, the overall level of innovation activity is low, and linkages to public research are weak. Further compounding the issue, there is an obvious disconnect between the outputs of R&D centres and the investors with the funds required to bring these products to the markets. In order to tackle these barriers, the project will aim to both stimulate new ideas from the business sector and universities, while also providing hands-on help to strengthen existing businesses.

The project will contribute, through its activities and continual engagements with the national government, the private sector and other relevant stakeholders to mitigating the above mentioned barriers in a holistic manner, promoting the development and deployment of clean technology innovations. It will also create a platform capable of linking Moroccan entrepreneurs with investors, business, and commercial partners, potentially resulting in the commercialization of new products, manufacturers, services and job creation; ultimately supporting Morocco's economic growth.

b) The baseline scenario or any associated baseline projects

Baseline Scenario

Morocco has released the National Strategy on Sustainable Development (NSSD), as a strategic framework, aiming to ensure the promotion of a green economy and eco-innovation. The advancement and implementation of clean energy policies, norms, national and international programmes and collaboration is undertaken by the Ministry of Energy, Mines, Water and the Environment (MEM, Morocco) within the National Energy Strategy and with the support of the Energy Development Fund (FDE, established in 2010) managed by the "Energy Investment Company" SIE. The Agency for the Development of Renewable Energy and Energy Efficiency (ADEREE) is an institution under the MEM, which runs eight key programmes that stimulate the domestic market for renewable energy and energy efficiency. Through these programmes, ADEREE has mitigated 10kTEP and 30kTEQ of CO₂ and has risen over US\$25 million in investments. Moreover, it has developed a multi-stakeholder "Green Platform" for knowledge management in the field, which promotes the creation of a market for clean energy and the sharing of best practices both at the national and regional level. ADEREE also provides technical support and fosters financing partnerships both nationally and internationally; GIZ is one of its main investors. Its awareness campaigns reached 2.6 million people by 2013 through several initiatives including the distribution of 8 million Compact Fluorescent Lamps.

Morocco has greatly improved its SME policy framework, and is now the regional leader for policy coherence, transparency and administrative simplification. A new law increasing the scope and securitization of financing has further spurred business creation such that an average of 0.96 companies are created for every 1000

persons; a high rate compared to the regional average of 0.6 (OECD, 2011). The success of these initiatives is illustrated through Morocco's ranking as 39th out of 189 countries for starting a business. Prospects for financing of SMEs are also rather streamlined, with bank lending rates to SMEs averaging at 24% of their total portfolios (a rate similar to more developed economies in the OECD, and the highest in the region). These achievements were made possible through the delegation of authority for SME policy making to the National SME Development Agency (ANPME, Morocco) by the Ministry of Industry, Commerce and Digital Economy (MICNT). The ANPME supports three main programmes for SMEs: 'Imtiaz', supporting development projects; 'Moussanada', which increases competitive potential in SMEs through measures such as the financing of up to 60% of the costs for the adoption of Energy Management Systems (EnMS); and 'Inmaa', which focuses on lean operations. The National Committee on Business Climate (CNEA) was established in 2009 to ensure private sector involvement and to foster enterprise policy coordination which promotes a more transparent policymaking process. This Committee was part of a broader National Pact for Industrial Emergence Plan (2009-2015), which aims at improving the efficiency of public finances and supporting the development of more inclusive economic growth including youth employment through the involvement of the private sector. Besides, the National Innovation Strategy is another public initiative that spurred the creation of the Moroccan Innovation Centre and Incubation network for industrial and technological sectors in 2011.

National Initiatives

By recognizing the importance of the clean innovation technologies, the following national initiatives are already taking place in the country:

The Industrial Cluster for Environmental Services (EESC or CISE Morocco) – is a group of companies, including both large business and SMEs, and public institutions of higher education and research institutions with activities to find alternatives for cleaner production processes.

The Moroccan Center for Innovation and Social Entrepreneurship (CISE) – founded in 2012, it is a not-for-profit organization dedicated to finding entrepreneurial and innovative solutions to every social challenge in Morocco.

StartUp Maroc is an independent non-profit entity that is committed to grow the number of successful start-ups by feeding the ecosystem with a new generation of young entrepreneurs and mobilize key players, with the goal of creating a mature ecosystem with the main mission to (i) educate, inspire and accelerate entrepreneurs; (ii) contribute to create better conditions to increase the number of fundable start-ups; and (iii) spread the culture of innovation and entrepreneurship as a core value of Moroccan society.

International Initiatives

The Cleantech Open, a not-for-profit organization that runs the world's largest accelerator for cleantech startups with the mission to find, fund and foster entrepreneurs with big ideas that address today's most urgent energy, environmental and economic challenges, is already present on the Moroccan market. Working with CISE Morocco, the Cleantech Open provides training to university professors in cleantech entrepreneurship. In 2015, for instance, the Cleantech Open organized a Cleantech Open Global Ideas competition in Morocco, a global search for the most promising clean technology ideas, held annually in conjunction with the Global Entrepreneurship Week (GEW), won by a young team called Eco-Dome that produce green buildings for tourist resorts (natural clay domes).

SwitchMed supports and connects stakeholders to scale-up social and eco innovations in the Mediterranean. In 2015, SwitchMed launched a new programme, namely "SwitchMed Green Entrepreneurs Training Programme", opened for green entrepreneurs from Morocco, Tunisia and Algeria. The goal of the programme is to assist eco-entrepreneurs in launching new businesses in a very practical way that include the development of an economically-sound and green business model that creates environmental and social value, etc.

The Mediterranean Renewable Energy Program (MEDREP) aiming at removing project, policy and trade barriers and thus, developing a sustainable renewable energy market system in the Mediterranean region. The programme provides modern energy services, particularly to rural populations, and contributes to climate change mitigation by increasing the share of renewable energy technologies in the energy mix in the region.

The MEDREP Finance, part of MEDREP, is a newly established initiative that investigates different approaches for positively influencing finance flows to renewable energy companies and projects in Morocco, Egypt and Tunisia. It also structures various support mechanisms that help lenders and investors to scale up financing to this clean energy sector (i.e. seed or patient capital funds, interest rate buy-downs, etc.), and helps establishing a regional RET market in the Mediterranean region.

c) The proposed alternative scenario, GEF focal area¹¹ strategies, with a brief description of expected outcomes and components of the project

In general, this global Cleantech programme is in line with the GEF's Climate Change Mitigation Focal Area Strategy under the GEF-6 Programming Directions and the Private Sector Strategy, as well as with UNIDO's mandate to promote inclusive and sustainable industrial development (ISID).

The proposed alternative scenario will be the implementation of the Programme for Cleantech Innovation and Green Jobs in Morocco as part of the larger Global Cleantech Innovation Programme (GCIP) for SMEs that will support and nurture clean technology entrepreneurs around the world. Through the promotion of clean technologies and SMEs, the project will aim to increase market adoption of these innovations, thus leading to a reduction in emissions and fossil fuel consumption. Furthermore, the nurturing of nascent industries will lead to increased capacity, green job creation and market development.

Project Approach

The project will promote an innovation ecosystem in Morocco by: (i) identifying and nurturing cleantech innovators and entrepreneurs; (ii) building capacity within national institutions and partner organizations for the sustainable implementation of the cleantech ecosystem and accelerator approach; and (iii) supporting and working with national policy makers to strengthen the supportive policy framework for SMEs and entrepreneurs. Through this approach, the project will, with a relatively minimal GEF grant, catalyze investment to support and accelerate start-up entrepreneurs toward the commercialization and development of their innovative concepts.¹²

The project will adopt an inter-disciplinary approach involving national ministries and institutions, academia and research centres, industrial associations, financing institutions, foundations, venture capitalists and utilities, etc. within Morocco and abroad. The project will closely coordinate with other similar national and international efforts as it is critical to maximise synergies and share knowledge and best practices that can help in enhancing SMEs' and new businesses' contributions towards climate change mitigation, while increasing productivity and generating growth and wealth.

The direct involvement of The Cleantech Open ensures Moroccan investors' confidence in the quality and chances of success of the clean technologies solutions, start-ups and business ideas that will emerge from the national competition selection process. This is in light of almost 10 years of experience and successful track records, and a brand that is recognized and trusted internationally by investors in clean technologies and start-ups. Moreover, it will ensure the immediate integration of the GEF-supported Moroccan Cleantech Platform and SMEs/start-ups in a global network of clean technologies developers and investors, with subsequent substantial benefits in mobilizing investments and accelerating their establishment in the market.

Project Description

The project, in addition to creating an enabling policy environment and institutional capacity, will also assist Morocco in the establishment of a supportive innovation ecosystem through the organization of three annual

¹¹For biodiversity projects, in addition to explaining the project's consistency with the biodiversity focal area strategy, objectives and programs, please also describe which Aichi Target(s) the project will directly contribute to achieving.

¹² According to the Global Cleantech Innovation Index 2012 Report, innovations, specifically innovation entrepreneurs, will be identified as, "companies introducing incremental innovations; those transferring technological applications from one industry or geography to another; and those presenting business model innovations."

competitions with associated accelerator programmes.¹³ These will initially focus on industry-intensive regions before expanding to include other areas. The project will also link the innovation ecosystem of Morocco to the global network of ecosystems in other countries of the Global Cleantech Innovation Programme (GCIP) for SMEs and start-ups, and also to one of the world's largest innovation accelerator networks managed by The Cleantech Open, headquartered in Silicon Valley, USA.

The project has three substantive components:

Component 1 – National Cleantech Platform to promote clean technology innovations and green jobs in Morocco

Output 1.1.1 Annual Cleantech business competitions held and accelerators established across selected SME clusters covering at least four clean technology categories (e.g. Energy Efficiency, Renewable Energy, Waste to Energy, Water Efficiency and Green Buildings, etc.)

The project will organize the first competition which will initially operate at the national level, with activities focused on areas with the highest concentration of Cleantech start-ups. As the project progresses, the project will expand the competition activities into other regions. To begin with, the clean technology categories will be: Energy Efficiency, Renewable Energy, Waste-to-Energy, Water Efficiency and Green Building with additional categories to be introduced in subsequent years based on national needs and advantages. To be in line with the global programme timeline and take full advantage of regional and global events organized, the annual competition and accelerator programme will be launched in March and will conclude at the end of November each year. For 2016 GCIP-Morocco cycle, however, the Cleantech competition and accelerator programme will be launched in June and will conclude as planned, at the end of November 2016.

It is expected that each competition will have around 100+ entrants, with higher numbers of entrants expected in the later competitions. From these entrants, around 25-30 semi-finalists will be selected to receive support through the accelerator programme as described hereunder; 5-10 finalists will then be selected to receive further support as part of the accelerator programme and from these finalists, winners and runners-up will be selected. The selection of winners, runners-up, and finalists will be made by various judge panels based on their evaluation of the business plans or pitches submitted by entrepreneur teams with the support from their trainers and/or mentors. The numbers of entrants, semi-finalists, finalists, winners and runners-up will vary from year to year, depending on the number of technology categories to be covered, maturity of the organization team, prize categories, etc.

The accelerator programme that consists of official launches, investor conferences, the 2-day training programme known as the National Academy, Business Clinics, Mock Judging and specific activities, namely Trainings, facilitating access to capital and showcasing, will provide the semi-finalists with continuous support throughout the competition period, helping them improve their business skills and pitch and connecting them to potential business partners, financiers or investors. An additional support will be also provided through a tailored mentoring programme that combines international expertise through an ongoing training programme with carefully chosen mentors to support the entrepreneur teams. The mentors and trainers can be drawn from industry, universities, and professional institutions, including business leaders from Morocco and abroad.

Special attention will be given to address gender issues:

On the one hand, the activities will be gender mainstreamed, such as: (i) recruitment of both female and male trainers, mentors, judges; as well as the involvement of both women and men in the design and development of the business competitions; (ii) efforts to ensure that that women and men are given equal opportunity to access, participate in, and benefit from the Cleantech competition and accelerator programme; and (iii) raising awareness for GEEW, for instance by including the gender dimension in the training content and competition documents.

¹³ The proposed project will initially limit its focus to clean energy technologies, however the intention is to build upon this success and in the future expand into other sectors.

On the other hand, women empowerment will be fostered, for instance through (i) designing specific prizes and follow-up support programmes for innovative start-ups that will have a significant impact on women entrepreneurial development and job creation, etc.; and (ii) offering specific training and mentoring for female participants/ innovators/ entrepreneurs/ start-ups, such as specific training and mentoring to promote female innovators, entrepreneurs and start-ups.

Output 1.1.2 At least two Entrepreneurship Training Programmes organized for students of local universities

Leading universities and institutions in Morocco are an excellent source of new clean technologies, emerging entrepreneurs and additional team members. The project will organize at least two Entrepreneurship Training Programmes for students of local universities in order to have a sustainable Cleantech start-up development ecosystem in the country and support universities to encourage and facilitate their students and graduates to enter the Cleantech accelerator programme. The Entrepreneurship Training Programme will be a condensed version of the GCIP accelerator programme and therefore, will provide courses on clean technologies, entrepreneurship, innovation, and other courses as per demand, and will be launched in February and conclude at the end of April each year. At the conclusion of the training programme, students will be encouraged to form teams and those with the best technologies will continue on to the GCIP programme. A partnership may also consist of supporting entrepreneurship education in these universities (with a focus on clean technologies), developing case studies and co-hosting events and can potentially lead to the promotion of the establishment entrepreneurship centres within universities, etc.

Output 1.2.1 Extensive advocacy and outreach activities organized at the national level, and willing stakeholders and SME clusters identified for participation in the Cleantech platform with dedicated outreach for women associations and youth groups

The winners, runners-up and other finalists will be invited to participate in regional and global events to showcase their concepts and access the regional and international markets and investors. The national winners will be given the opportunity to attend the Cleantech Open Global Forum, organized in the USA every February by the Cleantech Open, to meet with the national winners of the other Global programme country winners and compete for the Global Prize. The project will also undertake continuous outreach activities to raise the profile of the programme, as well as its alumni, to ensure that they receive a high level of recognition and support once the programme has come to an end. Activities will include briefing sessions, press releases, social media activity and advertising; the mix of these activities will vary in line with the local conditions. Outreach activities will be supported by the local entrepreneurs, celebrities and/or earlier participants involved in similar programs or competitions. Outreach partners will include service providers (e.g. patent attorneys, accountants etc.), university departments and societies, including engineering, entrepreneurship and energy clubs, and organizations that are in frequent contact with entrepreneurs across numerous clean technology sectors (e.g. trade groups, entrepreneurship groups, inventors clubs, etc.). Investors (e.g. venture capital funds, angel networks¹⁴, etc.) are an additional source of potential applicants due to their large networks and aligned interests. Importantly, outreach provides not only an opportunity to find potential competition and accelerator participants, but also a means to increase awareness of clean technologies, climate change and the role of entrepreneurs.

Output 1.2.2 Post-competition support for the identified winners (i.e. testing facilities, additional mentoring/courses on clean technologies, entrepreneurship, innovations, as well as seeding money for start up creation) so as to assist their transformation to businesses that create green jobs and opportunities

Building on the training and mentoring provided under Output 1.1.1 as part of the Cleantech Competition and Accelerator Programme, this Output will support programme alumni to further develop their innovations to achieve sustainable commercial success. Thus, a post-competition support programme for winners, runners-up, finalists and semi-finalists will focus on the provision of networking opportunities, technical and

¹⁴ Angel networks are made up of angel investors, defined as individuals that provide capital to start-up businesses, that pool research and investment capital in order to achieve a broader scope.

administrative support, IT services, tax registration, access to finance and additional mentoring/courses on clean technologies, entrepreneurship, and innovation. The proposed project will also leverage on the facilities and expertise of project partners in Morocco in the form of incubation facilities and testing, legal and financial consultations, etc.

The aim of the post-competition is to provide essential services and contacts that will help alumni companies to prosper. Hence, an alumni network will be set up to facilitate this post-competition support. It will also aid other participants not selected as winners to procure support from other sources and successfully implement potentially ground-breaking ideas in Morocco and beyond. Moreover, this approach will not only support the ongoing development of the enterprises but will also ensure their continued engagement with the GCIP in Morocco.

Component 2 – Building of national capacity for the support and promotion of clean technology innovations

Output 2.1.1 Capacity building of national institutions and industrial associations to host and support the Cleantech programme (i.e. training of trainers on entrepreneurship startups, knowledge management, benchmarking of technologies and information on best practices)

Through targeted capacity building activities and close cooperation throughout the programme, the project will aim to strengthen the capacity of the executing partner, the Delegate Ministry in Charge of Environment and other national stakeholders with regard to the organization, implementation and the long-term growth of the Cleantech programme. Capacity building initiatives, among others, will include on-the-job training from international experts and local specialists, knowledge management, benchmarking of technologies, and coordination mechanisms. Special attention will be given to address gender issues in the training needs assessment. Furthermore, efforts will be made to secure gender of the training participants, as well as trainers and technical consultants when possible, and to include gender aspects in the training content/ curriculum. Activities within this work stream will include participation at the Global Cleantech competitions and meetings bringing together competition hosts and partners from around the world to share best practices and experiences.

Capacity building will also include the establishment of the Project Management Unit (PMU), to be hosted by the executing partner that will manage the project execution and will comprise of two positions to receive on-the-job training from international experts and local specialists. This training approach will also include international training events where all project teams are brought together to discuss the Cleantech approach, but also share experiences and insights. The experience gained by the PMU, and the executing partner, will enable the continued implementation of the programme beyond the project period, as well as the continued management of the coordinating platform for Cleantech stakeholders. It is envisaged that the management and financing of the PMU's operations will be handed over to the Ministry. Additional funding to finance the PMU could be mobilized from corporate social responsibility activities carried out by the private sector. The final decision on the preferred and feasible approach will be decided during the implementation of the project.

Output 2.1.2 Methodologies and guidelines for the competition and accelerator established; mentors and judges trained

The specific methodologies and guidelines for participating in and execution of the competition and accelerator programme (under Output 1.1.1) will be developed in close cooperation with national counterparts and will include a schedule, eligibility requirements, selection and identification criteria for the participants, competition rules, and handbooks for applicants, mentors and judges. The level of innovation sought by the competition will be specified during the development of the selection criteria and guidelines as mentioned above. The national definition of SMEs, as well as the definition for innovation companies (see footnote 12), will be incorporated into the selection criteria defining the scope and impact of the programme and aligning it with national needs and priorities.

The accelerator programme is a central aspect of the project and the mentoring that characterizes it aims to

maximize every semi-finalist's chance of winning the competition, raising investment capital and of achieving sustainable commercial success. The mentoring programme consists of both mentoring methodology and training development. Each semi-finalist team will be matched with one "generalist mentor" and multiple "specialist mentors" based on mutual areas of interest and proper matching of team needs and mentor strengths.

Generalist Mentors - A generalist mentor is the general coach, guide and advisor for the team, typically with extensive Cleantech or start-up experience. Often, generalist mentors are serial entrepreneurs and active investors who can become trusted advisors to and investors in the company once the competition has concluded. Mentors are unable to join or invest in a mentee company during the competition cycle.

Specialist Mentors - A specialist mentor is an expert in a key functional discipline such as finance, marketing, engineering or law. They act as on-call subject-matter experts and may be from both large corporations and start-ups.

To ensure the maximum impact of the accelerator programme, the mentors and judges will receive training on the specific requirements of the programme, as well the opportunities it presents. This will not only be to the benefit of the entrepreneurs taking part in the programme, but will also have a long-lasting impact on the capacity of the mentors and judges.

As part of the project's sustainability strategy, various panels will also be established and trained, for example the evaluator's panel and judge's panel, and the project will also assist project counterparts and participants in approaching and negotiating with potential sponsors, etc.

Output 2.1.3 Corporate and Public Private Partnership Forums held and knowledge/best practice exchanged with the other Global Cleantech Innovation Programme countries

In order to encourage the participation of more seed stage investors from the national, regional and global stages and leverage on the experience and knowledge of other GCIP countries, a number of regional and international events will be organized and/or attended by the project team and GCIP semi-finalists. The semi-finalist companies will be supported to connect to potential investors and partners through half-day events organized at partner corporations and government agencies to highlight opportunities for investment, loans, grants, technology adoption and partnerships.

The intention of this Output is to assist as many semi-finalist companies as possible to raise funding (grant and equity), find customers, and build partners within 12 months of completing the competition to ensure sustainability of the project's efforts.

Output 2.1.4 Advice provided to foster venture capital funds to invest in successful clean tech start-ups in the country

To address the funding gap, the project will advise on the establishment of venture capital fund/s that will further work with and create necessary environment for the most promising SMEs and start-ups to advance to the next step of their development phase.

This Output will promote the development of the Cleantech Start-up Incubation Programme that will work with and accelerate the most mature start-ups coming from the GCIP, as well as the national R&D labs, universities, etc. The selection process will require a thorough due diligence process to ensure that the presented innovation technologies/products are potentially competitive on the local and global markets.

Component 3 – Policy and regulatory framework strengthened for the creation of a nurturing local innovation ecosystem

Output 3.1.1 Policy analysis report on the best practice policies, regulations and incentives required for the promotion of clean technology innovations developed

The project will assist in reviewing the existing policies and regulations relating to the promotion of clean technologies, innovation and entrepreneurship and prepare gap analysis report on policy requirements. The aim of this report is to identify the specific type of policy support needed to be developed and/or improved, especially to encourage and support increased engagement and participation of SMEs. Moreover, the report will analyse the potential and existing barriers to promote clean technology innovations and entrepreneurship, and foster investments in this field, identify international success policies, measures, financial incentives and lessons learned, and develop the necessary recommendations on policy requirements. The report will be further presented to the main stakeholders during a dedicated workshop.

d) Incremental/ additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF/SCCF and co-financing;

The proposed project will actively incorporate the lessons learned from the UNIDO/GEF project on “Greening the COP17” in 2011, during which the original Cleantech programme was piloted. In addition lessons and experiences from the ongoing projects under the GCIP for SMEs will be instructive to the implementation of this project. To ensure sustainable impact, the project is closely aligned with national priorities and will actively seek to coordinate with ongoing initiatives. While the current business environment for SMEs in Morocco is rich in policies and strategies, long-term and effective impact is being hindered by a lack of linkages between the support services required to support innovation and entrepreneurship, and as a result, the creation of a number of green jobs in the country. For this reason, GEF funding is being requested to remove the barriers currently present in the market to stimulate a long-term shift in embracing cleantech innovation and entrepreneurship so as to create green jobs while contributing to the global environmental sustainability.

The focus of the project on the promotion of commercially viable clean technology innovations in Morocco will have lasting positive effects on the global environment, as well as the development of a dynamic and vibrant local market for clean technologies. As a result, the promotion of clean technology innovations will allow a balance to be struck between growing economic activity and its global environmental impact. As such, GEF resources will be instrumental in catalysing cleantech innovations and sustaining an entrepreneurship culture beyond the lifetime of the project.

In the case of no support from the GEF to assist Morocco in removing the above-mentioned barriers, it is very likely that clean technology innovations will remain off the market; with entrepreneurs lacking the skills and support mechanisms to fully commercialize their products. Consequently, many opportunities to reduce GHG emissions, strengthen partnerships with the private sector interested in investing in clean technologies, and provide support to entrepreneurs and innovators seeking to establish commercial ventures in clean technologies would go unrealized.

e) Global environmental benefits (GEFTF), and adaptation benefits (LDCF/SCCF);

The long-term life cycle of the clean technology innovations introduced in the market and the strengthened and enlarged low-carbon culture advocated will be reflected in GHG emission reductions. The reduction achieved through the implementation of this project will be measured and quantified on the basis of the innovations marketed and their uptake. Given the nature of the project, the low-carbon products that will be introduced in the market and the high potential for replication of the project’s activities, GHG reductions can be achieved beyond the project life and scope.

Estimation of Global Environmental Benefits:

In assessment of the Moroccan low carbon growth path and given the specific focus of the project on promoting innovations in clean technology innovations, a ten year horizon has been selected for estimating the indirect savings of GHGs.

The reduction potential has been calculated based on the GHG emission projections of the 2nd National Communication submitted to the UNFCCC in 2010, which projects emissions from the Energy Sector of approximately 80,400 Gg CO₂ eq by 2025, and 94,600 Gg CO₂ eq by 2030. Given the cross-sectoral impact

of the innovative clean technologies, the project can contribute to the savings estimated under the top-down approach. Thus, assuming the same data for 2026 as for 2025, namely 80,369 Gg CO₂ eq or 80,369,000 t CO₂ eq, it is estimated that with 0.25% and 0.5% as the lower and upper bound the emissions in the range of 200,922.5 t CO₂ eq to approximately 401,845 t CO₂ eq will be reduced over a 10 year period. The proposed GEF contribution of US\$ 913,242 would result into a unit abatement cost (UAC) of US\$ 4.55 per ton of CO₂ and US\$ 2.27 per ton of CO₂ respectively.

f) Innovation, sustainability and potential for scaling up

Keeping in view the high priority accorded to the green job creation, reduction of youth unemployment, innovation of products and services, technology development and transfer, and capacity building of industry, including SMEs, as critical components of the overall industrial strategy to address competitiveness of Moroccan industry, as well as climate change and overall resource efficiency, the project will primarily aim at promoting an innovation ecosystem approach driven by incentives, to encourage the development and commercialization of innovative clean technology products in small businesses and SMEs in the country. Beyond this, the organization of the Cleantech competition and associated Accelerator Programme will hand-hold start-up entrepreneurs through the development process of the concepts and enterprises to ensure that their innovative concepts are sustainable and will have a real impact on the Moroccan market. To ensure that this intensive mentoring approach is sustained beyond the project implementation period, the project will conduct capacity building activities for the national counterpart institutions, and mentors and judges in the country.

The project will adopt an inter-disciplinary approach; working closely with the Delegate Ministry in Charge of Environment, the project will involve SMEs, state ministries and institutions, academia and research centres, industrial associations and other relevant organizations and initiatives, associations promoting gender equality and women's empowerment, as well as youth empowerment organizations. The project will also closely coordinate with other similar international efforts as it is critical to share and document best practices and knowledge enhancing productivity in SMEs and mitigating climate change.

Scaling up of the project is foreseen within the project period; the initial year of competition will focus primarily on industry-intensive regions, with expansion into more states/regions (with a deliberate focus on rural areas) in the subsequent years. In addition, the global nature of the Cleantech Programme will offer ample opportunity for the Moroccan Programme to continuously expand, especially with the potential support of global sponsors, investors, etc. beyond the project implementation period.

Furthermore, the experience gained by participating in the proposed project will be shared with other developing countries in the region, helping them to also reduce their GHG emissions were they to implement similar projects. As Morocco will become the first country to implement this programme in the region, and the second country in Africa assuring a leadership role of the country and offering ample opportunity for SMEs and entrepreneurs to benefit from and gain access to regional markets and investment sources.

2. *Child Project?* If this is a child project under a program, describe how the components contribute to the overall program impact.

N/A

3. *Stakeholders.* Will project design include the participation of relevant stakeholders from [civil society organizations](#) (yes ☒/no ☐) and [indigenous peoples](#) (yes ☐ /no ☒)? If yes, elaborate on how the key stakeholders engagement is incorporated in the preparation and implementation of the project.

UNIDO is the implementing agency of the project, and is accountable to the GEF grant, and other funding resources to be provided by the Government and private sector.

The following table presents other key stakeholders involved in the execution of the project and their envisaged roles, however new stakeholders and their roles may be added during project implementation.

Main Executing Partner	Stakeholder	Envisaged role in the project
	Delegate Ministry in Charge of Environment to the to the Ministry of Energy, Mining, Water and the Environment	Delegate Ministry in Charge of Environment will be the lead executing agency of the proposed project and take the lead in sustaining and expanding in the Cleantech Competition and Accelerator programme after the completion of the present project. The Project Steering Committee (PSC) will also be established under the Chairmanship of the Ministry. The delegate will also provide the requisite linkage of the project to other delegates in the Ministry responsible for energy and water, sector relevant to this project.
Main Counterparts and Stakeholders	Regional Centre for Renewable Energy and Energy Efficiency (RCREEE)	Being a regional NGO supporting sustainable energy policies and frameworks, RCREEE's instrumental role in the project ensures the participation of civil society in the broader Arab region from the onset. Thus, RCREEE will act as a network node for knowledge sharing, bringing together entrepreneurs, policymakers and partners to encourage regional collaboration.
	Moroccan Center for Innovation and Social Entrepreneurship (CISE)	The Moroccan Center for Innovation and Social Entrepreneurship is a not-for-profit dedicated to finding entrepreneurial and innovative solutions to every social challenge in Morocco. CISE will enhance the project with its significant experience in promoting innovative solutions in Morocco. Furthermore, it will play a practical role in capacity building during project implementation for executive trainings. Representative of CISE will be a member of the PSC.
	Industrial Cluster for Environmental Services – (CISE Morocco)	The Industrial Cluster for Environmental Services (EESC) – Morocco is a group of companies and public institutions of higher education and research institutions seeking to find alternatives for cleaner production processes. CISE Morocco will collaborate with the project on training the national pool of mentors and judges, and will collaborate with other GCIP countries for south-south development and sharing of best practices. Representative of CISE Morocco will a member of the PSC.
	The Ministry of Industry, Trade, Investment and the Digital Economy	The Ministry of Industry, Trade, Investment and the Digital Economy is responsible for the design and implementation of government policy in the field of industry, trade and new technologies in to the powers assigned to other departments by the laws and regulations. As such, the project will cooperate with the Ministry on the policy and regulatory framework that creates a nurturing innovation ecosystem in the industrial sector. The Ministry of Industry, Trade, Investment and the Digital Economy will be a member of the PSC and will provide the linkages between clean technology innovation to industry and SMEs. In particular, this Ministry will link the cleantech project to issues of trade and investment, especially supporting the transition of startups into manufacturing industries and trade, and promoting investments in the selected startups.

	Ministry of Higher Education, Scientific Research and Training	Ministry of Higher Education, Scientific Research and Training is responsible for determining the policies and direction of the education system in Morocco and will be a member of the PSC. The project will cooperate with the ministry to strengthen the policy and regulatory framework that creates a nurturing innovation ecosystem in the higher education institutions. The Ministry will also provide linkages between the project and activities on entrepreneurship and technology innovation in institutions of higher education. In particular, the students from these institutes will be systematically invited to submit their cleantech project ideas under this project. In the long-term, it is envisaged that the Ministry will help with the development and adoption of a new curriculum on entrepreneurship, innovation and energy, thus supporting the sustainability of the Cleantech concept in Morocco.
	Universities and/or Academic institutions	The project will closely cooperate with lead universities and research centres to encourage participation and increase awareness among students and entrepreneurs. Thus, these universities will be engaged as potential sources of new clean technologies, emerging entrepreneurs, knowledge networks, applied research collaboration and additional team members.
	Gender Dimensions	Relevant women entrepreneurs/innovators, CSOs and NGOs focusing on gender equality issues and advocating women's empowerment, and gender experts/focal points will be invited to participate in and contribute to all activities of the project. The project will deliberately mobilize interest from women entrepreneurs by targeting the involvement of their associations in the project process (for instance by reaching out to both qualified women and men equally). This will be done by taking into consideration the cultural context that exists in Morocco. That way, the project would adequately address the gender imbalances in SMEs and provide a solid basis to empower women in clean technology innovations.

4. *Gender Equality and Women's Empowerment.* Are [gender equality and women's empowerment](#) taken into account (yes ☒ /no ☐)? If yes, elaborate how it will be mainstreamed into project implementation and monitoring, taking into account the differences, needs, roles and priorities of women and men.

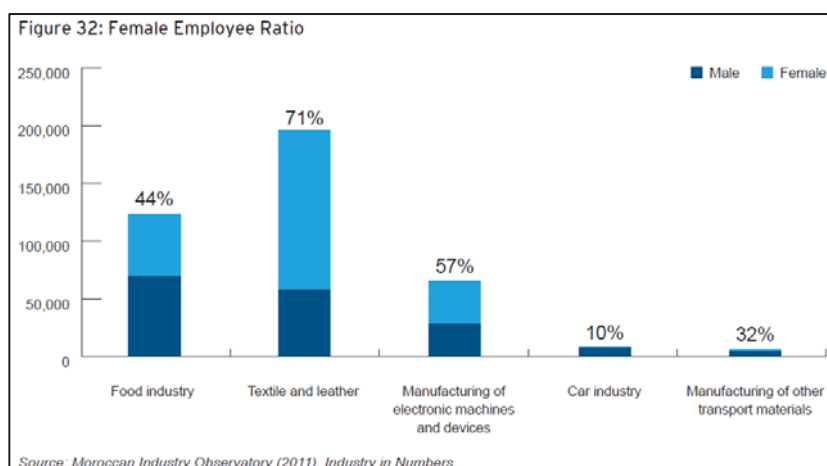
UNIDO recognizes that both gender equality and the empowerment of women (GEEW) and access to sustainable energy have a significant positive impact on sustained economic growth and inclusive industrial development, which are key drivers of poverty alleviation and social progress ('UNIDO Policy on Gender Equality and the Empowerment of Women' from 2015). Due to diverging needs and rights regarding energy consumption and production, women and men are expected to be affected differently by clean interventions. Therefore, this project aims to demonstrate good practices in mainstreaming gender aspects in its activities wherever possible, and avoid negative impacts on people due to their gender.

Female entrepreneurship is considered a key tool in enabling women's empowerment. It is often seen as crucial for increasing the quality of life of women in the developing world, a way of triggering changes of the status-quo of women – especially in the Muslim world – and re-addressing the balance of power within the family¹⁵.

¹⁵ Anwar/ Rashid, Female Entrepreneurs – A review of the literature and proposed conceptual framework, 2011

A guiding principle of the project will be to ensure that both women and men are provided equal opportunities to access, participate in and benefit from the project. 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.

This is based on the understanding that higher female labor force participation (FLFP) rates could lead to higher economic growth in the region. According to a report by the World Bank, if FLFP rates were increased to predicted levels calculated from various demographic and economic factors, average household earnings would increase by 25%, allowing them to achieve middle-class status.¹⁶ In Morocco, women make up to 50% of the population and 47% of the tertiary education enrollment, however, they only represent 26% of the labor force. The low level of skills and qualifications among women, as reflected by education and illiteracy indicators, limits their prospects of entering the labor market. Furthermore, economically active women often engage in unpaid household activities which do not provide them with the desired economic dependence and hence the chance to assert themselves. The agricultural sector employs approximately 92% of active women of whom 32% are under 19.¹⁷ The graph below¹⁸ shows the female employee ratio in different industries in Morocco indicating that the textile and leather sectors are a major source of employment, especially for women. In other sectors such as manufacturing and food industry, women and men are represented approximately equally. According to the OECD¹⁹, the public sector is one of the largest employers of women in the MENA region. The share of women in the public sector workforce is 25%. The same is true for Egypt (26%) and Jordan (34%).



Based on this brief analysis of the situation of women in Morocco, the project foresees that a minimum of 15% of the total number of mentors/experts trained should be female. Nevertheless, a gender analysis will be carried out as part of the social assessment after the first six months of project implementation in order to allow for adjustments of the gender related targets, sufficiently capture the gender dimension in the pipeline year and define the ways in which the project can achieve its gender-specific targets. This assessment will also incorporate the experience of other countries under the Global Cleantech Innovation Programme (GCIP) for SMEs for a better understanding of the barriers faced by female entrepreneurs and design effective mitigation tools. In particular, in the beginning of the project the gender assessment to target the gender specific sectors that the project will be further focused on will be conducted. As an example, it is well known that women are

¹⁶ Yuko Morikawa, The opportunities and challenges for female labor force participation in Morocco, <http://www.brookings.edu/research/papers/2015/07/female-labor-force-participation-morocco-morikawa>

¹⁷ Japan International Cooperation Agency, Morocco: Country Gender Profile, March 2007; C. Miller, J. Vivian, Women's Employment in the Textile Manufacturing Sectors of Bangladesh and Morocco, UNSRID

¹⁸ Yuko Morikawa, The opportunities and challenges for female labor force participation in Morocco, <http://www.brookings.edu/research/papers/2015/07/female-labor-force-participation-morocco-morikawa>

¹⁹ <http://www.oecd.org/mena/competitiveness/Statistical%20Portrait.pdf>

more active in the artisanal industries/enterprises, therefore, the project could target this sector and introduce a new sector focusing on cleantech innovation and entrepreneurship in selected artisanal industries.

Female entrepreneurs are expected to contribute to and benefit from various project components and activities, participate and facilitate in intensive training seminars, as well as in the organization of a successful competition and acceleration programme, thus fostering the empowerment of women.

The following gender specific targets will be monitored and evaluated throughout the project implementation period. Initially, the present project will take the below suggested approach to gender mainstreaming:

Application stage:

Collection of gender disaggregated data through application forms: Number of women-led enterprises, % of women in the applying team;

Targeted outreach: The main target groups would be both men and women engineers and business persons, but importantly also ways in which to bring the two groups together. From the second year of implementation, the project will consider organizing events specifically targeted at connecting women technicians/engineers with business women;

Setting a target on the % of women-led enterprise applications.

Selection of both men and women semi-finalists, and mentors and judges

Considering that the programme is less a competition and more an incubator for innovative ideas, it is important to apply *stringent selection criteria* that provide opportunities for both women and men. The objective would also be to involve women in the mentoring process so that more role models could be created, thus mitigating the impact of this inequality in the future.

Special Awards

Special consideration will be given to the creation of a gender related prize; either a prize for the women's entrepreneur of the year or a special award for the team with the product/service with the most potential positive impact on gender equality, which then would be announced during the global cleantech competition involving all Cleantech countries concerned. A similar prize has been awarded in a number of the ongoing GCIP projects in the 2014 and 2015 cycles.

The Department of Energy's *Guide on Gender Mainstreaming Energy and Climate Change Projects* will be used as a framework and guide for the gender studies of the project in order to ensure that the project is in line with both UNIDO and GEF requirements. Based on the guidelines, attention will also be paid to:

- Gender-sensitive recruitment at all levels where possible, especially in selection of project staff.
- Considering gender dimensions in all decision-making processes (this will consider but will not be limited to efforts to achieve gender balance/ representation in such processes), including Project Steering Committee meetings.
- Collection of sex-disaggregated data.
- Consultations with and involvement of stakeholders focusing on gender equality and women's empowerment issues, such as gender experts and organizations, CSOs and NGOs promoting GEEW (providing them with equal voice), e.g. for outreach purposes.

5. *Benefits.* Describe the socioeconomic benefits to be delivered by the project at the national and local levels. Do any of these benefits support the achievement of global environment benefits (GEF Trust Fund) and/or adaptation to climate change?

The project is expected to result in more Cleantech startups and SMEs being identified and supported, thus acting as a catalyst for SME development and clean technology investment in Morocco. The creation of a dedicated national platform for promoting clean technology innovation in SMEs will result in an enhancement of human capital, thereby leading to job creation and poverty reduction. Furthermore, new job opportunities will also emerge, as the viable clean technologies commence local production and scale up innovations. Local development and production of these new technologies will very likely result in lower costs benefiting both the technology developer and end-user. Finally, the increased use of clean technology innovations supported by the project will result in GHG emission reductions.

The Cleantech programme for SMEs in Morocco will highlight the need for stronger support at the national level for clean technology innovations and SMEs' contributions. In particular, this programme will provide added value by better bridging the gap between clean technology innovators and investors, thereby paving the way for the creation of new businesses. The project will try to forge synergies between clean technology innovators and the international private sector that can invest in the subsequent commercialization of the technologies. It will also provide SMEs with attractive incentives to invest in innovation in clean technology in a relatively risk-free environment that will benefit the economy as a whole. At the same time, the growing number of participants encourages cross-country networking and creates opportunities for South-South cooperation to further enrich the innovation ecosystem in participating countries.

As mentioned above, Free the Seed Sdn. Bhd. the National Winner of the 2014 Cleantech Programme in Malaysia, with a patented biotechnology process that converts existing stockpiles of rice husks and rice straw into biodegradable packing products, is a good example of the potential socioeconomic benefits to be delivered by this project. Thus, the pilot phase of the Free the Seed Sdn. Bhd. project alone expects to directly impact the lives of 1,300 paddy farmers and this figure is expected to reach 30,000 as the project goes into full production in 2017. In terms of climate change impact, the project could result in an estimated reduction of 600,000 kg of CO₂ per annum through supporting an estimated 47,000 hectares of paddy fields to achieve Zero Open Burning. Once in full production, this startup is envisaged to create many green and sustainable jobs in Malaysia with very high replication potential across the region.

6. **Risks.** Indicate risks, including climate change, potential social and environmental future risks that might prevent the project objectives from being achieved, and if possible, propose measures that address these risks:

The main risks, their rating and mitigation strategy for the project are listed below:

Risk	Rating	Mitigation
Institutional Risk – Lack of absorptive capacity by the national counterpart	Low	Capacity building of the national counterpart will be an ongoing process throughout the project implementation period to ensure that the staff is comprehensively trained and sustainability of the programme is ensured. The national counterpart will also host the Project Management Unit to ensure ongoing coordination.
Institutional Risk – Lack of effective coordination between various project partners	Low	A proper coordination will be sought through the Project Steering Committee and ad-hoc working groups will be established if necessary.

Market Risk – Lack of interest by the public and industrial associations in participating in the Cleantech competition and accelerator programme, as well as entrepreneurs and mentors, resulting in limited participation, or entries with low quality, especially in the first years	Medium	<p>Outreach activities will be a key component of the project, in the lead-up to the opening of applications and throughout the programme to attract applicant entrepreneurs, potential sponsors and partners, and mentors and judges. To ensure a high quality of publicity, a clear and concise communication strategy will be developed and implemented.</p> <p>Mentors and voluntary trainers will be identified through a properly prepared process and their roles, responsibilities and benefits will be determined and made widely known at an early stage of project implementation.</p> <p>Close cooperation with the executing agency and project counterparts will also be sought to help mitigate this risk, allowing the project to make use of existing communication channels and relationships.</p> <p>The proposed project will also make use of the success of other countries under the Global Cleantech Innovation Programme to promote the benefits of the programme and raise awareness.</p>
Financing Risks – Incentive and financial support system are insufficient	Low	<p>The promotion and outreach activities for the present project will have financing institutions, venture capitalists and angel investors as one key target group.</p> <p>The transfer of a branded, and recognized by investors, model such as the Cleantech Open, and the direct involvement of the Cleantech Open US experts in the execution of the project, aims to build stronger confidence of national and international venture capitalists and investors in the clean energy technology innovation investments proposed by the Moroccan Cleantech programme. In addition, the direct involvement of the Cleantech Open US will give the project direct access to the Cleantech Open global network of investors.</p> <p>The project will facilitate access by the Cleantech Competition semi-finalists and finalists to the different existing Government funded grant programs for SMEs' development and technology modernization and innovation. The PSC will include at least 1 representative of financing institutions and investors.</p>
Climate Change Risks	None	There is no climate change risk foreseen for the achievement of the project's objectives.
Environmental And Social Risks	Low	UNIDO has adopted a comprehensive approach to environmental and social risks to ensure that they are adequately identified and effective mitigation measures are implemented.

7. *Cost Effectiveness*. Explain how [cost-effectiveness](#) is reflected in the project design:

The implementation of this project will be closely coordinated with other related projects and initiatives in order to create synergies and avoid overlapping. In addition to the Project Steering Committees (PSC), working groups and other coordination mechanisms will be established when necessary to ensure the effective coordination. The significant synergies offered by the nature of a Global Programme will go a long way to supporting the cost-effectiveness of the proposed project. Moreover, Morocco will benefit from a systematic approach to promote sustainable enterprise development in Cleantech, as it covers cross-cutting themes of

innovation as well as social and environmental sustainability through stimulating entrepreneurship, supporting job creation and promoting environmentally sound technology development.

Furthermore, UNIDO's Green Industry Platform will provide support in bringing key stakeholders together under the project which aims at coordinating efforts to support and encourage green growth amongst SMEs. The project will closely link up with the GEF-UNIDO project, namely "Greening the COP22 in Marrakech" to promote clean technology innovations in Moroccan industries.

The cost effectiveness of the project in terms of CO₂ savings per US dollar of GEF contribution, is estimated at US\$ 2.27 to 4.55 per ton of CO₂, which is reasonable considering the nature of the project and similar such initiatives. Furthermore, the project targets small to medium-sized companies and has an emphasized capacity building mission that will have a much higher indirect GHG emission reduction potentials.

8. *Coordination.* Outline the coordination with other relevant GEF-financed projects and other initiatives [not mentioned in 1]:

Coordination with the other countries of the GCIP for SMEs will be a key activity of the proposed project and learning opportunities will be sought through shared training programmes for the project teams and other events, potentially the Cleantech Open National Academy in Silicon Valley. In addition, coordination with ongoing in-country initiatives will also be undertaken by the project to maximize impact and avoid any overlap of activities. Considering the chosen competition categories, the proposed project will work closely with relevant ongoing projects to spread awareness of the competition and involve project counterparts/beneficiaries where relevant. For example, the proposed project will coordinate closely and build on the impact of the new UNIDO project, namely "Greening the COP22 in Marrakech". Under this new project it is proposed to establish a Climate Smart Service office and this Cleantech project will explore how best to coordinate with this and other similar service bodies in terms of awareness raising but also sustaining interest on cleantech approach amongst stakeholders.

The proposed project will also coordinate closely, where relevant, with other UNIDO departments, specifically the Department of Trade, Investment and Innovation (TII) in the area of entrepreneurship development.

9. *Institutional Arrangement.* Describe the institutional arrangement for project implementation:

UNIDO is the only GEF Implementing Agency involved in this project and thus no specific arrangement with other GEF Agencies is required or envisaged.

As the GEF Implementing Agency, UNIDO holds the ultimate responsibility for the timely implementation of the project, the delivery of the planned outputs and the achievement of the expected outcomes. Execution of the project on the ground will be the responsibility of the Project Management Unit (PMU). The PMU will consist of the National Project Coordinator (NPC) and a Project Assistant (PA). The PMU, under the supervision of the UNIDO Project Manager and in close consultation with the Delegate Ministry in Charge of Environment, the executing partner, will be responsible for the day-to-day management of the project execution, monitoring and evaluation of project activities as in the agreed project work plan. The PMU will coordinate all project activities being carried out by project national experts and partners; advisory working group will be established when necessary.

The Project Steering Committee (PSC) will be established under the Chairmanship of the Delegate Ministry in Charge of Environment. It is envisaged that the Delegate Ministry in Charge of Environment will take the lead in sustaining and expanding in the Cleantech Competition and Accelerator programme after the completion of the present project. Representatives from institutions involved in the different project components will be members of the PSC. In addition, the project will work with the Cleantech Open US, project's key knowledge partner. More specifically, the project will sub-contract the Cleantech Open US for the execution of certain activities whose scope is described in the TORs (ANNEX G).

The PMU will act as the Secretariat of the PSC; the PSC will provide strategic guidance according to national imperatives and market needs. A schematic representation of the project implementation arrangement is shown in Figure 1 below.



Fig 1: Project Implementation Arrangements

The PMC will be funded in part by the GEF budget as well as in-kind funding and co-financing from the project counterparts. During the implementation period of the project, UNIDO will provide the PMC with the necessary management and monitoring support. Amendments to the project scope will be undertaken in line with the criteria and procedures established in the GEF/C.39/Inf. 3.

10. *Knowledge Management.* Outline the knowledge management approach for the project, including, if any, plans for the project to learn from other relevant projects and initiatives, to assess and document in a user-friendly form, and share these experiences and expertise with relevant stakeholders.

Knowledge management has been embedded in the GCIP for SMEs at the global, regional and national levels. The global programme institutionalizes knowledge sharing and management across participant countries by making the structure of the programme accessible and replicable, and bringing final participants from around the world to showcase their innovations at the Cleantech Open in the USA. The clear potential for South-South and North-South collaboration in policies, structures and frameworks promoting innovations in sustainable energy, water and waste management is captured by the interaction between the respective Project Steering Committees in each of the countries running the GCIP. A number of regional and international events to bring project teams and semi-finalists together will be organized, as stated in Output 2.1.3. The foreseen Regional Centre for Renewable Energy and Energy Efficiency (RCREEE) will act as a network node for knowledge sharing, bringing together entrepreneurs, policymakers and partners to encourage regional collaboration.

A key element in knowledge management will be the creation of a pool of mentors and judges, through the “training the mentors” approach, which allows for quality best practices and business skills to be shared with participants and stakeholders in a structured manner. The pool of mentors and judges will be trained, as

described in Output 2.1.1 and Output 2.1.2, to provide entrepreneurs with the skills needed to participate in the programme, and ultimately to bring their innovations to the market. The PMU will be responsible for including various stakeholders, such as universities, nonprofit institutions, and government authorities, to ensure that the selection process for entrepreneurs is inclusive and impactful in identifying the right candidates for the programme. Mentors and judges will broaden the impact of the programme by providing one-on-one training for entrepreneurs and alumni of the programme.

Outreach activities are highlighted in Output 1.2.1, in order to ensure recognition of and support for the programme beyond the competition cycle. National coordinators will be tasked with ensuring the visibility of the programme and accessibility of key findings through the Cleantech Platform. Such activities will provide the opportunity to reach out to future entrepreneurs and investors, while raising public awareness on clean technologies and ultimately climate change mitigation.

11. Consistency with National Priorities. Is the project consistent with the National strategies and plans or reports and assessments under relevant conventions? (yes ☒ /no ☐). If yes, which ones and how: NAPAs, NAPs, NBSAPs, ASGM NAPs, MIAs, NCs, TNAs, NCSA, NIPs, PRSPs, NPFE, BURs, etc.

The project's focus on innovative clean technologies and supporting entrepreneurial SMEs and startups is line with many of the country's policy initiatives and strategies, as well as those of UNIDO to which the project will contribute to capacity building. The project will also invest in the establishment of comprehensive energy policy frameworks and in the creation of an extensive network of clean entrepreneurs.

Specific national strategies and programmes to which objectives of the proposed project are closely aligned are listed below:

- National Action Plan for the Environment (PANE 2002)

The PANE consolidates in an integrated approach all the programmes and strategies initiated since 1980s in the Environment related issues. Among the seven programmes of the PANE is the Programme 3 on Ambient Air Protection and Promotion of Renewable Energy. Under this Programme has been adopted the New Energy Strategy that has as main objective to increase the share of renewable energy in the country supply mix to 42% by 2020. The Morocco New Energy Strategy also includes initiatives such as the adoption in 2009 of Laws 13-09 (Adoption of a Renewable Energy Act) and 16-09 (Creation of a National Agency for Renewable Energy and Energy Efficiency), the creation of the National Agency on Solar Energy (MASEN), the adoption of a National Plan on Biomass Energy and the launch of Wind Energy Integrated Programme.²⁰

- National Charter for the Environment and Sustainable Development announced in 2010 has as objectives to mainstream provisions of the National Strategy for Environment Protection (SNPE) and the National Strategy for Sustainable Development (SNDDD) in all programmes and strategies that are being implemented by the country, including
 - The New Energy Strategy, above mentioned, with specific objectives in a number of renewable energy technologies
 - The Plan Green Morocco that aims to increase productivity in the Agriculture sector and the limitation of social impact related to natural resources depletion and pollution in rural populations.
 - The Plan Emergence in the Industry sector initiated in 2005 and which aims to promote seven sectors that have the potential to improve the competitive position of the country. These sectors are: Offshoring, Automotive industry, Electronics, Processing of sea products, Aeronautics, Garments and Leather
 - The Plan Rawaj for development of the Trade sector that focuses on environmental impacts of modern commercial sites through an optimization of water, energy and waste management

²⁰ Reference: www.masen.org.ma

- The National Initiative for Human Development (INDH) that aims to reduce poverty and improve living standards through limitation of pressure on natural resources.²¹
- National Programme Moussanada²² - this programme implemented by the National Agency for the Promotion of Small and Medium Enterprise (ANPME) has been initiated in 2009. The programme's objective is to assist companies in improving their productivity and performance. The assistance provided to companies is fashioned around six main pillars:
 - Strategy for investment and growth
 - Productivity, quality and labeling
 - Finance and accounting
 - Human resources management
 - Market access
 - Information system

In the sector of Agro-food, Moussanada Programme assists companies in improving their energy management through trainings

- Programmes of the Ministry in charge of Higher Education and Scientific Research
 - Najah programme for entrepreneurship (2008-12)

The Programme implemented by the Ministry in charge of Education and Research has as main objective to improve both the education and entrepreneurship potential of students, particularly those in higher schools in order to provide them with a qualification and to prepare them for innovation before leaving the Education system.

- Morocco Innovation Programme²³

Morocco Innovation Programme initiated together with the Ministry in charge of Industry, Trade and New Technologies has as main objective to prepare the country in being a technology producer. The programme has four main pillars which are Governance and framework, Infrastructure, Mobilization of funding and support, Mobilization of skills and two main objectives which are:

The production of a 1,000 patents per year from 2014

The creation of 100 innovation startups per year from 2014

Within the framework of the Morocco Innovation Programme has been created the Moroccan Innovation Centre, a place dedicated to information and orientation of the public.

12. M & E Plan. Describe the budgeted monitoring and evaluation plan.

Project monitoring and evaluation (M&E) will be conducted in accordance with established UNIDO and GEF procedures. The overall objective of the monitoring and evaluation process 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 plan to reflect possible changes on the ground, results achieved and corrective actions taken.

According to the Monitoring and Evaluation 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.

²¹ Reference: www.environment.gov.ma

²² Reference: www.anpme.ma

²³ Reference: www.mcinet.gov.ma

The Project Result Framework (LogFrame) in Annex A provides performance and impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's M&E Plan will be built. The evaluation team reports and verifies the actual progress against the work plan approved by the PSC. Thus, M&E enables the project manager to take corrective measures in case there are significant deviations between the forecasted work plan and actual implementation.

The M&E procedure will consist of project inception, progress reporting, and a project final report. A detailed monitoring plan for tracking and reporting on project time-bound milestones and accomplishments will be prepared by UNIDO in collaboration with the PMU and project partners at the beginning of project implementation and then periodically updated. The terminal evaluation report will be submitted to the ODG/EVA, and thus will also fall under their responsibility.

By making reference 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 the energy savings achieved and GHG emission reductions generated as a result of the project. In addition, it will assess the overall socio-economic impacts, including those to gender and community, of the project activities to include wide scale adoption of innovative technologies, better working environments at SMEs and an increase in income levels and opportunities for entrepreneurs and workers.

The National Project Coordinator will be responsible for continuous monitoring of project activities execution, performance and will track progress towards milestones. The UNIDO project manager will be responsible for tracking overall project milestones and progress towards the attainment of the set project outputs and will be also responsible for reporting to the GEF.

US\$ 40,000 from the GEF and co-financing equivalent to US\$ 90,000 have been foreseen for the M&E activities. From the GEF grant, US\$ 35,000 has been reserved for the final independent evaluation; this evaluation will be conducted 3 months prior to the completion of the project.

In addition, part of the UNIDO's contribution to project implementation will be used by the UNIDO project manager and the UNIDO Field Office in Rabat for monitoring of the project implementation.



M&E Activity Categories	Feeds Into	Time Frame	GEF Budget (USD)	UNIDO (USD)	Co-financing (in-kind, USD)	Responsible Parties
Periodic progress reports and monitoring of project impact indicators (as per Log-Frame)	Semi-annual progress report		5,000	10,000	35,000	Project execution partner/PMU submit inputs for consolidation and approval by project steering committee (PSC) PSC submits final inputs/reports to UNIDO PM
Independent terminal evaluation	Terminal Evaluation Review (TER) conducted by UNIDO ODG/EVA	Project completion (at least one month prior to the end of the project and no later than six months after project completion)	35,000	10,000	35,000	Independent evaluator for submission to UNIDO PM
TOTAL			40,000	20,000	70,000	

PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)

- A. Record of Endorsement²⁴ of GEF Operational Focal Point (S) on Behalf of the Government(S):** (Please attach the [Operational Focal Point endorsement letter\(s\)](#) with this template. For SGP, use this [SGP OFP endorsement letter](#)).

NAME	POSITION	MINISTRY	DATE (MM/dd/yyyy)
Mohamed BENYAHIA	Director of Partnership, Communication & Cooperation	MINISTRY OF ENERGY, MINING, WATER & ENVIRONMENT	04/01/2016

B. GEF Agency(ies) Certification

This request has been prepared in accordance with GEF policies ²⁵ and procedures and meets the GEF criteria for a medium-sized project approval under GEF-6.					
Agency Coordinator, Agency name	Signature	DATE (MM/dd/yyyy)	Project Contact Person	Telephone	Email Address
Philippe R. Scholtès, Managing Director, Programme Development and Technical Cooperation (PTC), UNIDO GEF Focal Point		05/05/2016	Alois P. Mhlanga, Industrial Development Officer, Department of Energy, UNIDO	(43-1) 26026- 5169	a.mhlanga@unido.org 

C. ADDITIONAL GEF PROJECT AGENCY CERTIFICATION (*Applicable only to newly accredited GEF Project Agencies*)

For newly accredited GEF Project Agencies, please download and fill up the required [GEF Project Agency Certification of Ceiling Information Template](#) to be attached as an annex to this project template.

²⁴ For regional and/or global projects in which participating countries are identified, OFP endorsement letters from these countries are required even though there may not be a STAR allocation associated with the project.

²⁵ GEF policies encompass all managed trust funds, namely: GEFTF, LDCF, and SCCF

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).

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
Objective					
Create green jobs by promoting clean technology innovations and entrepreneurship through the development of a cleantech innovation platform and accelerator programme	<p>Number of SMEs/startups to pursue innovations in clean technologies</p> <p>Successful Cleantech (CT) programmes organized after project completion</p> <p>Additional investment into clean technology innovations due to increased interest in the CT programme</p> <p>Number of SMEs as members of the national platform (sex-disaggregated data will be collected)</p> <p>Tons of GHG emissions directly or indirectly avoided</p> <p>Number of green jobs by promoting clean technology innovations created</p>	<p>No clean technology innovations support system</p> <p>Limited investments in innovative clean technology, especially by SMEs</p> <p>Minimal attendance from the SME sector</p> <p>Data on emission reductions related to clean technology innovations in SMEs not available</p> <p>Limited number of green jobs in the country</p>	<p>National Cleantech Platform/coordinating mechanism established to support SMEs and early-stage entrepreneurs with promising innovative clean technologies/products/services/ business ideas</p> <p>Investment strategy prepared; SMEs and startups are trained and connected with funding partners and investors</p> <p>Approximately US\$4 million invested in clean technology innovations</p> <p>At least 150 SMEs/startups as members of the national platform; (15% female led SMEs/startups)</p> <p>Indirect emission reductions in the range of 200,922.5 t CO2 eq to approximately 401,845 t CO2 eq over a 10 year period</p> <p>At least 50+ new green jobs created (15% female)</p>	<p>Project progress reports</p> <p>Final independent project evaluation report</p> <p>GEF Tracking Tools</p> <p>Database and records maintained during and after project completion</p>	<p>Technology innovation, energy productivity and creation of green jobs remains top priority of the Government of Morocco</p> <p>SMEs/startups are committed to the Cleantech approach</p> <p>Government of Morocco remains committed to the Cleantech approach</p>

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
Outcome 1					
National level platform/coordinating mechanism established to promote clean technology innovations and entrepreneurship	National Cleantech Platform/coordinating mechanism for SMEs/startups established	No dedicated platform for clean technology, SMEs and startups	Establishment of National Cleantech Platform/ coordinating mechanism for SMEs/startups	Project progress and evaluation reports	Continuous support and participation by government, R&D institutions and SMEs/startups
Clean technology entrepreneurs identified, coached and promoted during and beyond the Cleantech programme	Number of new clean technologies or innovative businesses created/accredited	Baseline value not available	At least 4 new clean technologies or innovative businesses per Cleantech competition during and after project implementation period	Survey of competition and accelerator participants and other stakeholders	Sufficient commitment and participation by the experts, mentors
Outputs					

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
1.1.1 Annual Cleantech business competitions held and accelerator established across selected SME clusters covering at least four clean technology categories	Number of competition entries, number of semi-finalists and finalists etc	As the Cleantech competitions are yet to be established, the baseline for entrants, semi-finalists and finalists is zero	At least 20 entrants per category* competition in Year 1 (target of 15% women participants)	Project progress and evaluation reports	Continuous support from the Government and national partner institutions
1.1.2 At least two Entrepreneurship Training Programmes organized for students of local universities	Number of competition semi-finalists supported by Cleantech training	No regions, stakeholders and SME clusters identified yet	At least 30 entrants per category* competition in Year 2 onwards (target of 10-15% women participants)		Commitment from project partners and committed participation of SMEs and entrepreneurs
1.2.1 Extensive advocacy and outreach activities organized at the national level, and willing stakeholders and SME clusters identified for participation in the Cleantech platform with dedicated outreach for women associations and youth groups	Number of stakeholders and SME clusters identified and SMEs invited to participate in the Cleantech platform		Total of 100 students invited to participate in the Entrepreneurship Training Programme; (15% female)		
1.2.2 Post-competition support for the identified winners (i.e. testing facilities, additional mentoring/courses on clean technologies, entrepreneurship, innovations, as well as seeding money for startup creation) so as to assist their transformation to businesses that create jobs and opportunities			At least 2 SMEs clusters identified A comprehensive post-competition support programme developed and implemented At least 10 comprehensive business models developed Total of 100 SMEs/startups invited to participate to each competition (15% female-led SMEs/startups)		

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
Outcome 2					
National institutional capacity built for supporting and organizing the Cleantech competition and accelerator during and beyond the project period	Quality and importance of training and mentoring in clean technology business accelerator programmes at national level	Limited institutional capacity to conduct technology innovation competitions and business incubator services	Trainers and mentors trained by the project are equipped with skills and tools to replicate and improve mentoring and training programmes for clean technology innovation (15% female trainers and mentors) Increased importance of provision of advanced training and mentoring in government funded technology innovation and business development support programmes for SMEs and startups	Project progress and evaluation reports Feedback from entrepreneurs trained and mentored through surveys and interviews	Continuous support from the Government and national partner institutions Sufficient commitment and participation by national experts and mentors
Outputs					
2.1.1 Capacity building of national institutions and industrial associations to host and support the Cleantech programme	Number of partner institutions staff trained to be able to organize competition and accelerator programme	No dedicated similar training reported – baseline is assumed to be zero	15 staff from partner and regional institutions receive training on competition organization (with at least 15% being women)	Project progress and evaluation reports	Continuous support from the Government and national partner institutions

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
2.1.2 Methodologies and guidelines for the competition and accelerator established; mentors and judges trained	Number of methodologies and guidelines for the competition developed	No methodologies and guidelines for the competition developed to be zero	Specific methodologies and guidelines for participation in and execution of the competition and accelerator programme developed		Sufficient commitment and participation by national experts and mentors
2.1.3 Corporate and Public Private Partnership Forums held and knowledge/best practice exchanged with the other Global Cleantech Innovation Programme countries	Number of mentors/judges trained (15% female)	No training program for mentors/judges reported – baseline is assumed to be zero	At least 15 of shortlisted cleantech SMEs/connected semi-finalists connected with funding and partnership opportunities		Continuous support and participation by relevant stakeholders
2.1.4 Advice provided for the establishment of venture capital funds to invest in successful clean technology startups in the country	Number of shortlisted cleantech SMEs/startups connected with funding & partnership opportunities (15% female -led SMEs/semi-finalists)	Presently, there is lack of awareness on such initiatives present	VC funds successfully invest in the Cleantech's programme finalists, as well as clean technology startups in general		
	Number of SME and entrepreneurs that invests in cleantech innovations				
	Successful establishment of at least one VC fund in the country				
Outcome 3					

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
Policy and institutional framework strengthened to promote clean technology innovations in SMEs	Extent to which existing policies and regulations are effectively implemented	A score between 0 and 4, will be given to assess these policies (0 is poor and 4 is optimal)	A score of at least 3	Project progress reports Final project evaluation report	Continuous support from the Government and national partner institutions Continuous support and participation by industry and other partners
Outputs					
3.1.1 Policy analysis report on the best practice policies, regulations and incentives required for the promotion of clean technology innovations developed	Policies, regulations and programmes reviewed, developed and improved to create more supportive environment for clean technology innovations	Current policy and regulatory frameworks not focused on clean technology	Gap analysis report on policy requirements prepared	Project progress reports Final project evaluation report	Continuous support from the Government and national partner institutions Continuous support and participation by industry and other relevant stakeholders

ANNEX B: BUDGET (US\$)

Budget line	Year 1	Year 2	Year 3	Total
1100 Int. experts/short-term consultants	59,750	54,500	60,250	174,500
1500 Local Travel	44,328	44,500	44,828	133,656
1700 Nat. experts/short-term consultants	62,500	65,000	62,500	190,000
2100 Contractual Services	60,000	60,000	80,000	200,000
3000 Train/Fellowship/Study	20,000	40,000	35,000	95,000
3500 International meetings	10,000	25,000	45,000	80,000
4500 Equipment	10,500	5,000	7,500	23,000
5100 Other Direct Costs	6,250	5,043	5,793	17,086
Total	273,328	299,043	340,871	913,242

ANNEX C: Timeline of the activities

Work Plan for 160081 Programme for Cleantech innovation and Green Jobs in Morocco

Outcomes	Outputs	2016			2017				2018				2019	
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
1.1 National level platform/ coordinating mechanism established to promote clean technology innovations and entrepreneurship	1.1.1 Annual Cleantech business competitions held and accelerator established across selected SME clusters covering at least four clean technology categories (e.g. Energy Efficiency, Renewable Energy, Waste to Energy, Water Efficiency and Green Buildings, etc.);													
	1.1.2 At least two Entrepreneurship Training Programmes organized for students of local universities;													
1.2 Clean technology entrepreneurs identified, coached and promoted during and beyond the Cleantech programme.	1.2.1 Extensive advocacy and outreach activities organized at the national level, and willing stakeholders and SME clusters identified to participate in the Cleantech Platform with dedicated outreach for women associations and youth groups													
	1.2.2 Post-competition support for the identified winners (i.e. testing facilities, additional mentoring/courses on clean technologies, entrepreneurship, innovations, as well as seeding money for startup creation) to transform their innovation into business models that create jobs and opportunities.													
2.1 National institutional capacity built for to support and organize the Cleantech competition and accelerator during and beyond the project period.	2.1.1 Capacity building of national institutions and industrial associations to host and support the Cleantech programme (i.e. training of trainers on entrepreneurship start-ups, knowledge management, benchmarking of technologies and information on best practices)													
	2.1.2 Methodologies and guidelines for the competition and accelerator established; mentors and judges trained													
	2.1.3 Corporate and Public Private Partnership Forums held and knowledge/best practice exchanged with the other Global Cleantech													
	2.1.4 Technical and financial advice provided to establish venture capital funds investing in successful clean technology start-ups in the country.													
3.1 Policy and institutional framework strengthened to promote clean technology innovations in SMEs.	3.1.1 Policy analysis report on the best practice policies, regulations and incentives required for the promotion of clean technology innovations developed.													

ANNEX D: LEGAL CONTEXT

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.

ANNEX E: CALENDAR OF EXPECTED REFLOWS (if non-grant instrument is used)

Provide a calendar of expected reflows to the GEF/LDCF/SCCF Trust Funds or to your Agency (and/or revolving fund that will be set up).

NA

ANNEX F: THE GLOBAL CLEANTECH INNOVATION PROGRAMME FOR SMEs

Full version of the brochure is available on the following link: www.cleantechopen.org/GCIP

