

**United Nations Development Programme**

Project Brief

**“Enhanced capacity for En-gendered Results-based Management”  
UNDP Morocco**

## Project Brief

### 1. Situational Analysis

The Kingdom of Morocco has engaged in major family law reforms over the past years. In parallel, UNDP Morocco has been exerting sustained efforts in mainstreaming gender in its Country Cooperation Framework (CCF) and presently in its Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF) and Country Programme Action Plan (CPAP). In February 2004, the former Moudawana, i.e. Family Code, was replaced by the new Family Law, an instrumental initiative to create a most enabling political environment for the development of gender related initiatives.

A number of innovative reforms in the new Family Law contribute to achieving MDG 3, namely the goal of equality between men and women, concern for equity and justice and enhancing the protection of children's rights.

UNDP Morocco actively supports this particular national policy change through the implementation of two projects: "Strengthening the Capacities of Family Sections for a sound implementation of the New Family Law" and "Promoting Women's Entrepreneurial Activities in Morocco through Regional Investment Centers".

Regarding in-house capacity building, UNDP Morocco benefited from a grant in 2005 under the Gender Thematic Trust Fund (GTTF). The funding enabled the Country Office to initiate the implementation in 2004 of the recommendations of the 2002-2006 CCF review and the subsequent gender strategy and action plan developed early 2005 with the support of UNIFEM. The GTTF 2005 provided the CO and project staff with training and a practical toolkit in French, which has been printed, distributed to project staff as well as translated to Arabic.

The basis for effective gender responsiveness in all UNDP-supported projects has thus been provided to the CO, and is envisaged to be operationalized by enhancing capacities for engendering results-based management (RBM) within a national context.

### 2. Scope and Strategy

The present project brief has been formulated in response to the Kingdom of Morocco's enabling political environment for the development of gender related initiatives. It details the activities that will contribute to the operationalization of gender mainstreaming through a results-based management approach, while also taking into consideration the human rights-based approach.

The RBM approach of project management is considered as a mechanism to link the theory of gender mainstreaming to the day to day realities faced in the implementation of projects. The ultimate objective of the above is to ensure automatic gender responsiveness in all UNDP-supported projects.

The ongoing efforts in gender mainstreaming were initiated in November 2005 at the gender training workshops in Morocco, followed by the RBAS project management workshop and CEDAR training in November 2006. Moreover, in June 2007, UNDP Morocco assessed the

impact of the 2005 gender trainings and toolkit. During the same period a results-based management training was held building capacities of key partners.

The current context has therefore enabled UNDP Morocco to view RBM and gender mainstreaming as two multi-sectoral approaches that could serve as key entry points for results-based gender mainstreaming in the CO practice areas (governance, poverty, human rights and environment). Both approaches could also build on each other to ensure an integration of the gender perspective in the RMG (Results Management Guide) and the CEDAR methodology.

The context is favorable for Morocco CO to build on both RBM and Gender tools and projects to ensure a more comprehensive approach and increased sustainability to UNDP-supported projects. It foresees doing so through building the capacities in Gender and RBM at three levels: projects, key partners, and the UN Gender Theme Group, potentially UN agencies.

UNDP Morocco's "Enhanced capacity for En-gendered Results-based Management (G-RBM)" is expected to be achieved initially through a monitoring, evaluation and impact assessment of the trainings and the toolkit. Furthermore, this enhanced capacity is also expected to be achieved through an update and/or alignment of the CO gender strategy and action plan at three levels. This alignment concerns the 2007-2011 CCA/UNDAF, CPAP and the CEDAR project at the internal level; the gender strategy and action plan of the Secretary of State in charge of Family, Childhood and Disabled Persons at a ministerial level; and the National Initiative for Human Development (INDH) representing the Moroccan broad framework to achieve the MDGs, at a national level.

This project could serve as a pilot project and best practice for the region. This would strengthen UNDP Morocco's expertise to support other country offices in the Arab region on en-gendered results-based management. Throughout the project implementation, reports on lessons learned and best practice will be elaborated to capture project experience and/or loop holes. These reports will be shared with other COs in the Arab states through RBAS, BDP and SURF-AS as well as with other Bureaus and COs through the Gender and MPN networks.

### **3. Project Deliverables Outline**

#### **D.1.1 Gender is fully mainstreamed in all UNDP supported projects**

**Output 1:** CO 2007-2011 gender strategy elaborated, ensuring the operationalization and upgrading of existing capacities and tools

##### **1.1 Description:**

An "enhanced capacity for En-gendering Results-based Management (G-RBM)" is expected to be achieved initially through a monitoring, evaluation and impact assessment of the trainings and the toolkit. This enhanced capacity is also expected to be achieved through an update and/or alignment of the CO gender strategy and action plan with the CO's ongoing initiatives.

## **1.2 Indicative activities (deliverables):**

- 1.2.1** Printing and distribution of the gender manual's Arabic translation  
Deliverable: Arabic gender toolkit published, printed, distributed
- 1.2.2** Training in gender mainstreaming  
Deliverable: Capacities of key partners strengthened in gender mainstreaming
- 1.2.3** Mainstreaming gender in four UNDP supported projects  
Deliverable: Results-based gender mainstreaming monitoring plan developed and implemented for 4 projects
- 1.2.4** Conception of final impact evaluation report  
Deliverable: Impact evaluation report
- 1.2.5** Conception of CO gender strategy and action plan (AP)  
Deliverable: Strategy and AP elaborated, printed and distributed to key partners.

**Output 2:** Project results-based management tools comprise gender mainstreaming indicators

### **2.1 Description:**

UNDP Morocco views RBM and gender mainstreaming as two multi-sectoral approaches that could serve as key entry points for results-based gender mainstreaming in all focus areas (governance, environment, poverty and human rights). Both approaches could build on each other to ensure an integration of the gender perspective in the RMG (Results Management Guide) and the CEDAR methodology. It foresees doing so through building capacities of staff and partners in Gender and RBM through updating/aligning the CO gender strategy and action plan with the CEDAR project.

### **2.2 Outputs:**

- 2.2.1** En-gendering results-based management tools/guide  
Deliverables: Gender lens review of RBM/CEDAR: diagnosis & recommendations elaborated;  
Gender indicators integrated in RBM reporting documents
- 2.2.2.** Elaboration of knowledge products  
Deliverable: Reports on lessons learned and best practices elaborated and accessible in GMRU (Gender Mobile Resource Unit);  
Relevant documentation translated into Arabic and French and distributed to partners
- 2.2.3** Monitoring & evaluating en-gendered results-based processes  
Deliverables: Round table introducing for discussion an en-gendered RBM and CEDAR to UNCT Gender Theme Group;  
Round table introducing for discussion an en-gendered RBM and CEDAR to teams working on cross cutting themes and practice areas;  
Final project consultative evaluation workshop with all participants involved in project;  
Results-based Gender mainstreaming tools and indicators in four UNDP supported projects.

#### 4. Results & Resources Framework

##### Intended Outcome as stated in the Country Programme Results and Resource Framework:

**UNDAF D.** Significant progress achieved in gender equality; protection of girls' and womens' rights as well as their in political, economic, social and cultural participation

**D. 1.** The institutionalization of gender mainstreaming in national legislation and in planning, programming, and budgeting mechanisms is improved to further promote women's rights; particularly in terms of political and economic empowerment and full participation

##### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.

**D.1.1** Gender is fully mainstreamed in all UNDP supported projects

Number of beneficiaries (sex disaggregated) of all UNDP Morocco supported projects

\*Additional indicator to signed CPAP: UNDP supported projects benefit equally to both men and women

\*Baseline: 72 staff (40 women/32 men) sensitized and trained on gender in November and December 2005

Target 2011: 100 beneficiaries (20 women and men /year)

Source: UNDP Gender focal point

Number of UNDP projects actively implementing the Gender Mainstreaming methodology

Baseline: 0

Target 2011: 20 projects

Source: Impact assessment of the Gender Manual (2008)

**Applicable MYFF Service Line:** Gender Mainstreaming

**Project title:** Enhanced capacity for En-gendered Results-based Management

**ATLAS ID:** Project No.: 00057776; Proposal No. 00047875

<b>Intended Outputs</b> <i>(as outlined in CPD/CPAP)</i>	<b>Output Targets for (years)</b>	<b>Indicative Activities</b> <i>(deliverables)</i>	<b>Responsible parties</b>	<b>Inputs</b>
<b>D.1.1</b> Gender is fully mainstreamed in all UNDP supported projects  <b>Output 1 :</b> CO 2007-2011 gender strategy elaborated, ensuring the operationalization and upgrading of existing capacities and tools	1.1 Gender is fully mainstreamed in 4 UNDP supported projects by end of 2008	<b>1.2.1</b> Printing and distribution of the gender manual's Arabic translation <u>Deliverable:</u> Arabic gender toolkit published, printed, distributed		25 000
		<b>1.2.2</b> Training in gender mainstreaming <u>Deliverable:</u> Capacities of key partners' strengthened in gender mainstreaming (partners trained)		12 000

		<p><b>1.2.3</b> Mainstreaming gender in four UNDP supported projects  <u>Deliverable:</u> Results-based gender mainstreaming monitoring plan developed and implemented for 4 projects</p> <p><b>1.2.4</b> Conception of final impact evaluation report  <u>Deliverable:</u> Impact evaluation report</p> <p><b>1.2.5</b> Conception of CO gender strategy and action plan (AP)  <u>Deliverable:</u> Strategy and AP elaborated, printed and distributed to key partners</p>		<p>12 000</p> <p>11 000</p> <p>24 000</p>
<p><b>Output 2:</b>  Project results-based management processes comprise gender mainstreaming indicators</p>	<p>2.2 Alignment of CO gender strategy with ongoing national and office initiatives (HIV/ AIDS strategy, CEDAR project) by 2008</p>	<p><b>2.2.1</b> En-gendering results-based management tools/guide  <u>Deliverables:</u> Gender lens review of RBM/CEDAR: diagnosis &amp; recommendations elaborated; Gender indicators integrated in RBM reporting documents</p> <p><b>2.2.2.</b> Elaboration of knowledge products  <u>Deliverable:</u> Lessons learned, best practices elaborated and accessible in GMRU (Gender Mobile Resource Unit)  Relevant documentation translated into Arabic and French and distributed to partners</p> <p><b>2.2.3</b> Monitoring &amp; evaluating en-gendered results-based processes  <u>Deliverables:</u> Round table introducing for discussion an en-gendered RBM and CEDAR to UNCT Gender Theme Group; Round table held introducing for discussion an en-gendered RBM and CEDAR to cross cutting themes and practice areas ;  Final project consultative evaluation workshop with all participants involved in project:  Results-based gender mainstreaming tools and indicators in 4 UNDP supported projects.</p>	<p>UNDP  CO</p>	<p>35 000</p> <p>15 000</p> <p>26 000</p>

## **5. Management Arrangement**

The project will be directly executed by UNDP CO. The Deputy Resident Representative supported by the gender focal point will be involved in the day-to-day management of the project.

A national/international consultant will be recruited for punctual missions to respond to specific emerging needs throughout the project implementation process. Internal UNDP experts/resource persons will be regularly solicited for advice/support and invited to assist the project team with the training and impact assessment. The consultant will assist the office and project teams in the development of a clear framework and monitoring plans and in the establishment of clear benchmarks that will allow logical measuring of results on a trimestrial basis.

As this is an in-house project, where most UNDP staff and project staff has benefited from the RBM and gender trainings, the remaining untrained staff along with staff from other UN agencies will be invited to participate in training sessions when necessary. This would be the occasion to launch the existing UN Gender Theme Group which met regularly during the CCA/UNDAF process and MDG Spanish Fund project formulation process.

The project will be completely funded by the Regional Programme funds that were made available by the Regional Bureau for Arab States (RBAS), with a possible contribution of TRAC/CEDAR funds from the UNDP Morocco CO.

The project will be managed in accordance with UNDP's rules and regulations and will also be accountable in accordance with those rules and regulations.

A Local Programme Advisory Committee (LPAC), chaired by the DRR will meet the 11<sup>th</sup> of September 2007 to discuss and review the quality of the project design and recommend the next steps. The process will be as inclusive as possible ensuring presence of UNDP programme staff, RBM team, technical specialists, and government officials. United Nations colleagues will also be invited to facilitate collaboration among UN agencies consistent with applicable General Assembly resolutions.

The LPAC will determine the details of the present project brief, covering mainly project management arrangements; feasibility and technical soundness; integration, synergies and complementarities; results orientation; and resources and inputs. The LPAC will help produce the following deliverables: an evaluation plan (communication and monitoring plan), a risk log and a final project brief.

## **6. Monitoring & Evaluation**

The country office will be responsible for the ongoing monitoring of the project's progress. The Deputy Resident Representative supported by the gender focal point will be involved in the day-to-day management of the project.

Results will be measured through quarterly reports on the basis of the number of projects mainstreaming gender in their activities/processes, using a result-based approach (i.e. using gender tools and RBM reporting tools). The findings of the draft impact evaluation, carried out in July 2007, will be used as a baseline against which progress and performance of the present project will be measured.

Four quarterly reports, documenting changes in processes and the impact of the project, will be prepared and submitted to the gender teams at UNDP HQ (RBAS and BDP) as well as to the SURF-AS. The first three progress reports will be submitted the first of the months of January 2008, April 2008 and July 2008; and the final report on the first of October 2008.

## 7. Budget

ATLAS ID: Project Nr. 00057776; Proposal Nr. 00047875

Title: "Enhanced capacity for En-gendered Results-based Management"

Proj. ID Expected Output	Key Activities & Deliverables	Budget Description	
		Budget Description	Amount
Output 1 CO 2007-2011 gender strategy elaborated, ensuring the operationalization and upgrading of existing gender and RBM capacities and tools	1.2.1 Printing and distribution of the gender manual's Arabic translation <u>Deliverable:</u> Arabic gender toolkit published, printed, distributed	72500 Miscellaneous	10 000
		72100 Contractual Services	15 000
	1.2.2 Training in gender mainstreaming <u>Deliverable:</u> Capacities of key partners strengthened in gender mainstreaming	71600 Travel	4 000
		72100 Contractual Services	6 000
		72500 Miscellaneous	2 000
	1.2.3 Mainstreaming gender in four UNDP supported projects <u>Deliverable:</u> Results-based gender mainstreaming monitoring plan developed and implemented for four projects	71300 Local consultant	10 000
		72500 Miscellaneous	2 000
	1.2.4 Conception of final impact evaluation report <u>Deliverable:</u> Impact evaluation report	71300 Local consultant	10 000
		72500 Miscellaneous	1 000
	1.2.5 Conception of CO gender strategy and action plan (AP) <u>Deliverable:</u> Strategy and AP elaborated, printed and distributed to key partners	71600 Travel	4 000
71300 Local consultant		20 000	
	Subtotal		84 000
Output 2 Project results-based management processes comprise gender mainstreaming indicators	2.2.1 En-gendering results-based management tools/guide <u>Deliverables:</u> Gender lens review of RBM/CEDAR: diagnosis & recommendations elaborated; Gender indicators integrated in RBM reporting documents	72100 Contractual Services	25 000
		71300 Local consultant	10 000
	2.2.2. Elaboration of knowledge products <u>Deliverable:</u> Lessons learned, best practices elaborated and accessible in GMRU (Gender Mobile Resource Unit) Relevant documentation translated into Arabic and French and distributed to partners	72500 Miscellaneous	15 000
	2.2.3 Monitoring & evaluating en-gendered results-based processes <u>Deliverables:</u> Round table introducing for discussion an en-gendered RBM and CEDAR to UNCT Gender Theme Group; Round table held introducing for discussion an en-gendered RBM and CEDAR to cross cutting themes and practice areas ; Final project consultative evaluation workshop with all participants involved in project: Results-based gender mainstreaming tools and indicators in four UNDP supported projects	72100 Contractual Services	11 000
		72500 Miscellaneous	10 000
		72500 Supplies	5 000
	Subtotal		76 000
	Total		160 000