



MAINSTREAMING BIODIVERSITY INTO VALUE CHAINS FOR MEDITERRANEAN MEDICINAL AND AROMATIC PLANTS IN MOROCCO

Terminal Evaluation

Final Evaluation Report

November 21, 2015



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PROJECT PRESENTATION

I. PROJECT IDENTIFICATION:

I.1 Title of the project funded by the Global Environment Facility (GEF) and supported by the United Nations Development Programme (UNDP)

« Mainstreaming Biodiversity Into Value Chains For Mediterranean Medicinal And Aromatic Plants In Morocco »

I.2 UNDP and GEF Project Identification Numbers

GEF project ID: PMIS 3919

UNDP project ID: PIMS 4050

I.3 Evaluation timetable and final evaluation report delivery date

Stage	deliverable	Activity	Duration	Completion Date
Briefing	-	Project Presentation	1 day	18-09 2015
Preparation	Preliminary Report (Methodology and planning)	- Documentary research - Interviews with project national and regional managers - Presentation of the initial report	10 days	20/30 -09 - 2015
Evaluation mission	Initial/preliminary conclusions	- Interviews at regional and local level with the project operators and beneficiaries - Field visit of project's achievements - Discussing preliminary outcomes with the project's managers	04 days	02 / 04 October 2015
Initial restitutions	Oral discussions	- Experts meeting with the UNDP project manager - Presenting preliminary conclusions related to the field visit	1 day	October 16, 2015
Preparing the draft evaluation report	Draft report and annexes	- Drafting by the evaluation team	20 days	November 10, 2015
Finalizing the evaluation report	Final report	- analysis / integration of the different comments on the draft report - envoi du rapport final au PNUD	5 days	November 17, 2015
Final restitution workshop	Workshop report	- Workshop preparation - Presentation of the final conclusions of the evaluation mission - Drafting the workshop report	3 days	November 20

I.5 Implementing partner and other project partners

Executing agency: High Commission on Water and Forests and the Fight against Desertification (HCEFLCD)

Other partners involved in the project: United Nations Development Program (UNDP), World Wide Fund for Nature (WWF), Oriental Development Agency (ADO), German Technical Cooperation (GIZ).

I.6 BETAF Consulting evaluation team members

- Majid BENABDELLAH: Agro-economist;
- Ghizlane ECHCHGADDA: Ecologist and specialist in Aromatic and Medicinal Plants;
- Mohamed BENZYANE: Natural resources management.

I.7 Acknowledgments

The evaluation team would like to thank all the persons met, at both the institutional level and the beneficiaries, for their availability, welcoming and openness during the interviews. The team especially extends its thanks to the UNDP's Project Coordination Unit, the project manager, and its involved collaborators, HCEFLCD managers at the central and regional level, as well the president of the orient ASCOPAM and the president of the FENOCAPAM. We also thank the Director of Planning of Information System and cooperation, the head of the Forest Economics Division and the Division Head of development/planning at HCEFLCD.

ii.1 Table 1: Project summary

Table1 : Project summary table

Project title	Mainstreaming Biodiversity Into Value Chains For Mediterranean Medicinal And Aromatic Plants In Morocco			
GEF Project ID::	PMIS 3919	Project Financing	<i>Planned (in USD)</i>	<i>Actual (in USD)</i>
		Co-financing		
UNDP Project ID::	PIMS 4050	GEF (Grant) :	950,000	950,000
Country :	Morocco	HCEFLCD	580,000	360,000
Region :	-	ADO	500,000	122,600
		SEEE/DE	188,916	--
Focal Area :	Biodiversity	UNDP	200,000	200,000
		APDESPS	100,000	-
	-	GIZ	-	78,500
		In-kind		
		HCEFLCD	240,000	400,000
		APDESPS	50,000	-
		Total co-financing:	2,708,916	
Executing Agency	High Commission on Water and Forests and Fight against Desertification	Total Project Cost:	4,325,000	1,711,100
		Remaining	1,516,084	
Other Partners involved:	GIZ, ADO, CA	Prodoc Signature (date Project began): 07 July 2011		
		Proposed (Operational) Closing Date: : 31 December 2015		

ii.2 Project description (according to the project document)

The overall objective of the project is to ensure a sustainable production and a better valorization of spontaneous medicinal and aromatic plants, through a sound management of basic natural resource, biodiversity preservation, mainstreaming and capacity building of the various stakeholders into the sector's value chain.

The project will put in place the necessary mechanisms, the technical, legislative and institutional support, to better integrate biodiversity' richness and the MAP into the value chain of the sub -sector, while taking into account the need for creating a responsible management attitude by all stakeholders in the sector in order to preserve resources by implementing a set of mechanisms to ensure the viability of the system.

In specific, the project's four outcomes are: i) The capacity to apply certified and sustainable harvesting techniques through biodiversity-friendly management plans are developed and strengthened ii) The National MAP strategy is operational and includes certification systems, strengthened regulatory and environmental policy and biodiversity considerations along the value chains iii) Effective communication channels are implemented and improved vertical and horizontal integration among value chain actors allowing quick responses to shifting market demands iv) Informal processors, collectors, distributors, and intermediaries are mainstreamed into the MAP value chain.

The MAP project is in line with: i) the National Development Strategy of the Medicinal and Aromatic Plants sector; ii) the National Charter for Environment and Sustainable Development; iii) the Convention on Biological Diversity; and iv) the UNDP 2014-2017 Strategic Plan.

EXECUTIVE SUMMARY

The biodiversity mainstreaming project context: This project is part of the National Strategy for MAP Development elaborated in 2009 by the HCEFLCD. The project's overall objective is to encourage a sustainable production and a better valorization of spontaneous medicinal and aromatic plants through the sound management of natural resources, biodiversity conservation, and capacity building of the different stakeholders in the value chains.

Project outputs: In terms of achievements, the project made it possible to reach several outcomes. These outcomes contribute to the achievement of the project's specific goals and of the overall goal.

According to the HCEFLCD's achievements, the project contributed to capacity building/training while putting into practice certified and sustainable MAPs harvesting techniques. In this regard, the project has developed standards for collection and post-collection processing, and to the publication of good practice guides, for the collection of four MAPs species (*Anacyclus pyrethrum*, *Thymus satureioides*, *Origanum compactum*, *Rosmarinus officinalis*) and manuals per target species. Conservation and sustainable management plans are being developed. The project also contributed to the improvement of the cession contract template and technical clauses already developed by the HCEFLCD for the exploitation of spontaneous MAPs.

Following the operationalization of the National Strategy on MAPs initiated by the HCEFLCD, the project has contributed to the development of an Action Plan for the Conservation, Sustainable Management and Valorization of Spontaneous MAPs in the forestry domain. This Action Plan will support the actions planned by the HCEFLCD in its ten-year plan for the period 2015-2024. The project enabled the identification of 20 priority spontaneous MAP species that should be covered by the development activities, and of exploited species at risk.

The project played an important role in building capacities of cooperatives and companies in terms of post-collection processing, quality, marketing, and commercialization. The project also enabled publishing the guide on best practices in essential oils production to meet the technical requirements for chemical and organoleptic quality, in line with national and international standards. Similarly, the project ensured in 2015 the Bio Certification of 15 MAP products (dried leaves and essential oils) stemming from 7 species covering around 45,000 ha.

The Project mainstreamed the various actors into the value chain of four MAP species (rosemary, thyme, pyrethrum, oregano) in the pilot regions by: implementing a capacity-building program of the actors, establishing a database of the various stakeholders in the MAPs value chain, establishing partnerships, and conducting a professional organization of cooperatives both at regional (ASCOPAM) and national level (FENACOPAM).

The evaluators assessed the MAP project activities' performance based on relevance, effectiveness, and efficiency criteria. The project was relevant with regard to the funders'

strategy. The project is also relevant with regard to the Government's strategy and to the target populations' needs. Regarding the intervention logic, the relevance of the project is overall satisfactory. In terms of the funders' strategy, the MAP project contributes to the achievement of the main objectives of the GEF's focal areas (reducing poverty, improving living conditions and gender mainstreaming). The MAP project is consistent with the GEF strategy because it is under the micro financing category and which the GEF supports under biodiversity, climate change and land degradation area while trying to create sustainable livelihoods for local communities. The expected objectives and outcomes of MAP Project are in line with the objectives and outcomes of the UNDP strategic plan for 2007-2011, and the joint action plan of the UNDAF "2012-2016".

The MAP Project is aligned with the National Development Strategy (NDS) of the aromatic and medicinal plants sector, developed by the HCEFLCD in 2009, which aims to shift from a raw materials supply sector to a sector offering products of high added value. The project is also aligned with the strategic objectives of the HCEFLCD ten-year programs (2005-2014 and 2015 to 2024). Finally, the project is also in line with the goals of the Green Morocco Plan (Pillar II), in particular with regard to the development of MAPs and of local products.

The MAP Project is relevant with regard to the target populations' need as it contributes to the diversification of income sources and strengthening of managerial and entrepreneurial skills of the concerned population.

With regard to the project design, the causal relationships between the objective, components, outcomes, and project activities are not clearly explained. The analysis of the transversal logic of the project intervention framework shows some imbalance between, the definition of objectives, components, outcomes, and activities with their respective indicators and their achievement assumptions and risks.

An analysis of the MAP products' international market was conducted. However, an assessment of the domestic market and of MAP products' value chain was not initially planned in project to assess the potential and constraints of this market and to understand how the added value is distributed.

In terms of effectiveness, the MAP Project's budget forecasts were estimated at US\$ 4.3 million while the available budget in cash was only US\$ 1.7 million, representing an achievement rate of around 40% (table 1). This low rate is mainly explained by the fact that some financial partners of the Project did not fulfill their financial commitment. The different outcomes were primarily financed by the GEF / UNDP. The HCEFLCD's in-kind contribution, estimated at nearly US\$ 400,000, was mainly allocated to ensure the availability of premises for the PMU, the National Project Director, Regional Directors concerned by the project as well as the managers of regional departments in charge of the studies and spatial planning.

Efficiency has been addressed through the assessment of the project's implementation delays, the funds allocated to the project outcomes, and some indicators related to the costs and benefits in some cooperatives. Delays under the project are explained by the very low installments of

the financial contributions by all national partners¹; the downsizing of the project staff; procedures of market granting; and the launch of the certification convention.

Despite the significant budget shrinks (of almost 50%), the project achieved its revised objectives thanks to the project reframing and to an adaptive management validated by the project steering committee. In addition, the project area has been resized, the FairWild certification was replaced by the Bio certification. Other activities were added, namely: establishing an action plan and revision of the terms of the partnership contract between the HEFLCD and municipalities mainly with regard to the technical specifications for MAPs exploitation, communication on MAPs, organization of the sector by creating 6 regional MAPs cooperatives' associations and the National Federation of MAPs cooperatives, genetic and chemical characterizations of some MAP species and establishing technical standards per specie.

The sales price of the main species (thyme and rosemary) has significantly increased (from 6 to 12 and from 3.3 to 6-8 DH / kg respectively) as an outcome of HCEFLCD's Strategy on partnerships with cooperatives dating back to the 2000s. It is also an outcome of the MAPs project's activities (promotion of the MAP products, actors' capacity building, Bio certification, and previous partnership with industrials) as well as the current market conditions. In addition, collectors and cooperatives members could benefit from the income increase. Nevertheless, the distribution of income was low due to the lack of transparency in the way cooperatives were managed. There was a lack of transparency with regard to dividends' distribution. Furthermore, the sales price to intermediaries is very low, compared to the export price. As such, the added value is limited by intermediaries and is not re-injected into the local economy. Thus, this does not reward the considerable collection and transport efforts of collectors and cooperatives.

Project's Impact. The project' medium- and long-term impacts are difficult to measure since the evaluation occurs at the end of the project. The data that was available to the evaluators (documentary analysis review, and field surveys and interviews) enabled assessing various project's impacts. These impacts are related to the actors' capacity building, sustainable management of resources, promoting and valorizing MAPs products, and revenues.

The project's capacity building program tackled various relevant technical and cross-cutting themes, and had a positive socioeconomic impact on the affected actors. Indeed, the project implemented a mainstreaming and partnership mechanism between the various players in the MAPs value chain, which at the end enabled the cooperatives under review to directly sell their products to export companies and doubling, in 2015, their sales prices compared to the baseline situation at project start.

The ownership of MAPs good collection practices ensured a significant improvement of basic knowledge necessary for a rational and sustainable management of medicinal and aromatic plants. In this regard, the development and dissemination of guides and manuals on good collection and post-collection treatment practices as well as the capacity building of all

¹Oriental Agency, HCEFLCD, Agency for the Economic and Social Promotion and Development Of the Southern Provinces, and the Environment Department.

stakeholders in the value's segments, had a significant impact on resources' sustainable exploitation and valorization.

The Action Plan developed will have a positive impact on the conservation, restoration and sustainable management of MAP's natural resources.

Morocco' MAPs products notoriety was adequately addressed by the project by further developing the organizational, managerial, and entrepreneurial capacities of cooperatives, which had an impact on the promotion and valorization of MAP products in domestic and international markets. Similarly, cooperatives and companies received training on quality improvement principles, valorization, marketing, traceability, and sales of MAP products. Similarly, the Bio certification will help ensuring a better product positioning on the international markets with an improved added value.

Following a data analysis, evaluators highlight that collectors and cooperatives were able to improve their income and the jobs created, which had a relatively positive impact on the living conditions of local actors, as demonstrated by the access to consumer goods, improved housing conditions and food supply. Interviewees were satisfied with regard to the ability of cooperatives to sell their products with lucrative prices.

Gender. Since its design phase, the project was able to take the gender dimension into account. However, when it comes to its implementation, the project suffered from the lack of experience and of an external methodological support for defining procedures and practical tools to appropriately mainstreaming gender in practice. After the documents' analysis, it shows that among the cooperatives involved in the project, two cooperatives out of 7 are mixed and mainstream gender into their MAP collection and post-collection treatment activities, 2 women are part of the National Office of the FENACOPAM and 37% of collectors are women. However, women have not benefited from support programs as the number of women trained under the project is very low, and not exceeding 30% of the total beneficiaries. In addition, the disparities between men and women is very noticeable and in favor of men, in particular with regard to their participation in travels, fairs and exhibitions.

Households income. Collectors and cooperatives' incomes were improved and jobs were created. Living conditions have been improved as highlighted by the improved access to consumer good, housing conditions and food supply.

Constraints in terms of products' sales are mainly related to the weak level of organization of collectors, fluctuations in supply and demand of raw materials and of the vegetation's prices between the beginning and the end of season, the lack of traceability of raw materials' sales channel, scarcity of valorization units, and the lack of a suitable storage space. Therefore, these cooperatives do not have sufficient bargaining power when facing organized intermediaries. This is the case of three rosemary cooperatives in the Talsint ² region. The acquisition of a single processing unit with a large capacity would enable these three cooperatives' to share their means.

²The three cooperatives Lamrija, Kadam Al Atlas and Ofok are all located in the centre of Talsint, and produce the same products.

Cooperatives and collectors profit margins are hampered by the sales price of their products due to difficulties faced at the downstream of value chains, including the multitude of intermediaries and operators, which drain part of the value added. The efforts at upstream of the product's value chain in the project's target areas are hampered by the operators located outside the production areas, new markets prospection, access to inputs and credit, and high transaction costs.

Sustainability: The MAP project's sustainability strategy is based on the empowerment of the cooperatives that produce and valorize MAPs products. It folds into two complementary areas: (i) Developing and building the capacities of cooperatives and producer groups to internally develop valorization services, support and solidarity; (ii) Support for strengthening and encouraging the emergence of and strengthening of an umbrella organization of cooperatives, especially by including cooperatives under ASCOPAM and then into the regional federation of cooperatives. The establishment of this new organization can ensure the project's sustainability.

According to the evaluation's findings, the project's beneficiaries will ensure the sustainability of the project's actions. Cooperatives that received capacity building are expected to have a role model to mainstream the sustainable management of natural resources and for a strong linkage with other operators of the various value chains of the main MAPs. In addition, HCEFLCD's strong determination to mainstream the project's outcomes into its Ten-year Plan for the period 2015-2024 is considered as a significant contribution of the project that perfectly illustrates the project's sustainability.

Sustainability can be hampered by the persisting polarization and the dominance of the value chain by intermediaries. It could be also hampered by the significant price "fluctuation" of the vegetation between the start and the end of the season, the lack of traceability of raw materials along the value chain, the inadequate valorization units and the lack of suitable storage space, problems related to storage and post-harvest treatment (drying, threshing), as well as the lack of information on the market's demand and requirements (quantity, quality, price ...).

On the Institutional side, the HCEFLCD's and UNDP's commitment to developing the MAP sector is an assurance of the MAP project actions' sustainability. In fact, at the institutional level, sustainability can be tangible through the involvement of partners in the project. Nonetheless, sustainability is hampered by human resource management constraints within the cooperatives.

South-South Cooperation: The project's outcomes in terms of organizing the MAP sector, include mobilizing a multitude of partners, developing an action plan for managing and valorizing spontaneous MAPs, certification, operational MES and GIS, and good practice guides. These achievements can be useful when exchanging experiences with other developing countries with similar socio-ecological and institutional conditions. However, other activities cannot be considered as successful to share under the South-South cooperation framework. This is particularly the case of the umbrella organization of cooperatives.

Ownership of the outcomes: This has been evaluated through the involvement of partners in the implementation of the project. This assessment highlights HEFLCD's ownership of the

project and of its achievements through: The involvement of all its structures in all project phases, monitoring and validation by the Spatial Planning Advisory Committee of all the studies launched under the project, and the integration of the Action Plan developed by the project into the Ten-Year Plan 2015- 2024 of the HEFLCD.

Conclusions and recommendations

The project's main successes are related to the creation of an umbrella organization of the profession, the establishment of partnerships between the different actors, mainstreaming the MAP value chains actors, the production of educational tools for a better exploitation of resources, improving the populations' incomes, strengthening actors capacities especially of collectors, establishing development plans in the project's action areas, and valorizing products stemming from rosemary, pyrethrum, thyme, and oregano.

The main weaknesses identified are related to the low mobilization of funds, the incomplete project's intervention logical framework, the concretization of the project agreement with Crédit Agricole of Morocco, the analysis of the domestic market of MAPs products, the establishment of a cross-sectoral structure (HCEFLCD, Ministry of Interior, Ministry of Agriculture and Fisheries), institutional support and good cooperatives' governance.

The project exit strategy consists in the sustaining the project's achievements and outcomes through their ownership by the entity that supported its implementation, namely the HCEFLCD. In this regard, the HCEFLCD plans to expand the project outcomes to cover the main MAP species on the entire forest area; and to integrate the conservation, sustainable management, and valorization of Morocco's spontaneous medicinal and aromatic plants' action plan into the 2015-2024 Decennial Plan.

This plan enabled the identification of priority spontaneous MAP species that are exploitable without risk, the identification of exploitable species at risk; mapping of priority species; and identifying the valorization potential of priority species. This information is considered as valuable decision-support tools.

The MAP project contributed significantly to strengthening capacities and mainstreaming the various actors into the MAP value chain. In terms of approach, the project developed and implemented a mainstreaming mechanism of the various players.

Recommendations: The currently existing cooperatives or those that will be created need to make their activities economically profitable in order to sustain. In this regard, future actions, especially under the HCEFLCD' decennial plan, should support a leadership dynamic to ensure the cooperatives' motivation and support practices or innovative technics with a commercial added-value: (iv) ensure the empowerment of these organizational structures, and (v) support profitable investments, mainly in terms of implementing valorization units.

Setting up an Economic Interest Group (EIG) to coordinate the different economic activities in the area, especially in terms of mainstreaming the beekeeping, rearing, and MAP sectors.

Accompanying regional and national associations of cooperatives. By the project's completion date, these cooperatives and associations were not yet functional. Therefore, it is recommended that they be would accompanied by the HCEFLCD's national and regional structures after the project completion.

The MAP's management plans should take into account the Socio-Territorial units. In fact, the implementation of these plans shows that the rotation is not respected since each lineage exploits its own plot and cannot move to a plot that belongs to another lineage the following year.

The establishment of a cross-governmental institution in charge of the MAPs, whose mandate is to combine efforts and allow consultation between the different institutions (forest domain, communal land and private land), including Forest Domain MAPs, the collective rangelands' MAPs and the cultivated MAPs;

The establishment of a control system able to reinforce the management plan provisions, especially in terms of amounts collected annually and rotations' respect.

Conduct a deep and detailed analysis of the different species' value chains

Following this evaluation mission, it is recommended to:

- Capitalize and extend the project's achievements and approach to the main MAP species in all the forest domain;
- Support ASCOPAM and FENACOPAM ;
- MAP's management plans should take into account of the Socio-Territorial Units
- Think about compliance monitoring with regard to the management plans;
- Develop the South-South cooperation: structuring the sector, valorizing products, and ensuring biodiversity preservation;
- Undertake sound investments for valorizing MAPs; and
- Design a MAP 2 project.

Table2 : Evaluation rating

1 Monitoring and Evaluation	Rating	2 Executing agency/Implementing agency	Rating
M&E design at project start up	S	UNDP's Implementation quality	S
M&E Plan Implementation	MS	Execution quality of the executing agency	S
Overall quality of M&E	S	Overall Quality of Implementation/Execution	S
3 Evaluation of outcomes	Rating	4 Sustainability	Rating
Relevance (M)	S	Financial Resources (M)	MU
Effectiveness (M)	S	Socio-economic (M)	MU
Efficiency (M)	HS	Institutional and governance (B)	MS
Impact/Effect (G)	MS	Environmental (G)	MS
Overall Quality of Project Outcomes	S	Overall likelihood of Sustainability	MS

Key: HS: Highly Satisfactory, S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; HU: Highly Unsatisfactory

III. ACRONYMS AND ABBREVIATIONS

ADO	Oriental Development Agency
ASCOPAM	Association of Medicinal and Aromatic Plants' Cooperatives
CAM	Crédit Agricole of Morocco
PSC	Project Steering Committee (Comité de Pilotage du Projet - CPP)
DDF	Directorate of Forest Development, HCEFLCD
DLCDPN	Directorate of the fight against desertification and protection of nature , HCEFLCD
DPSIC	Regional Directorate of Planning, information system and cooperation HCEFLCD
DREFLCD	Regional Directorate of Water, Forestry and the Fight against Desertification, HCEFLCD
ENFI	National School of Forestry Engineering
GEF	Global Environmental Facility
FENACOPAM	National Federation of Medicinal and Aromatic Plants' Cooperatives
GIZ	German Technical Cooperation
HRM	Human Resources Management
NRM	Natural Resource Management
HCEFLCD	High Commissioner for Water and Forestry and for the Fight against Desertification
IAV	Agronomy and Veterinary Institute Hassan II
INDH	National Initiative for Human Development
MAPM	Ministry of Agriculture and Maritime Fishing
MCE	Delegated Ministry in charge of the Environment
LFM	The logical framework matrix
MICNT	Ministry of Industry, Trade and New Technologies
NGO	Non-Governmental Organization
CBO	Community Base Organization
PO	Professional organizations
MAP	Medicinal and Aromatic Plants
UNDP	United Nations Development Program
SMART	Specific, Measurable, Achievable, Realistic, and Time bound
SSSD	National Strategy for Sustainable Development
NSEP	National Strategy for Environmental Protection
NS	National strategy
GIS	Geographic Information System
MES	Monitoring and evaluation system

I. INTRODUCTION

1.1. Purpose of the evaluation

The main objectives of the MAP project evaluation are to:

- i. Provide an independent review of the project's performance and outcomes;
- ii. Highlight lessons for the benefit of the institutional partners involved, to make useful recommendations as well as consolidating the outcomes achieved by the project;
- iii. Formulate conclusions and recommendations for the design and implementation of ongoing and future initiatives on MAPs in particular with regard to the sustainable management of natural resources.

Due to constraints in terms of time and of available resources, instead of conducting quantitative surveys or assessing the project's full range of activities, achievements and shortcomings, the evaluation focused on the selected key issues (**Annex 2**).

1.2. Methodology of the evaluation

The evaluators assessed the MAP project's expected outcomes and activities and the performance of the activities according to performance criteria (**relevance, effectiveness and efficiency**), sustainability and preliminary impacts of the project's achievements particularly in **terms of fair access to natural resources ("gender" approach)**.

The assessment mainly focuses on the following: (i) the progress made by the project to achieve the objectives mentioned in the project design document; (ii) the project organization, its institutional set-up, its management, and monitoring and evaluation (M&E) to assess its effectiveness and level of adaptation to the project's particularities and to its institutional environment; (iii) the project's financial management to identify bottlenecks and the required measures to ensure a better match between the activities' implementation and the financial procedures required in this regard; and (iv) the project's achievements and their preliminary impacts compared to project goals and objectives; (v) the project's role in mobilizing partners and the level of their involvement in the project activities' implementation.

Evaluation criteria. The MAP project's evaluation was conducted while considering project's performance criteria (relevance, effectiveness, and efficiency), as well as those related to the project's outcomes and impacts. Other criteria were taken into consideration such as: sustainability, an assessment of the program's role in mobilizing partners and the level of their involvement in the implementation of the program's activities, empowerment of women and youth, environmental impact and the sustainable management of MAP's natural resources, project ownership, and the South-South cooperation.

The evaluation of the project's **relevance** was conducted with regard to the funders' strategy; the Government's strategy; the target population's needs; the project's technical design. This

has been achieved while taking into consideration the adequacy between the overall objectives and the resulting outputs, the assumptions that have proven to be feasible and those that could not be confirmed during the implementation and the reasons behind.

The evaluation of the MAP project's **effectiveness** assesses to which extent the overall objectives have been achieved. The evaluation takes into account the overall objectives as defined in the project design's final document, or as eventually amended during the implementation phase. This enables identifying the project's good and bad performances.

The project **efficiency's** evaluation assesses the resources' and inputs' processing into outcomes at the lowest costs. According to available data, the evaluation of the efficiency will be conducted through an assessment of efficiency management (respect of deadlines and of budgets during the project implementation), as well as some costs and benefits indicators of some cooperatives.

Regarding the project's **outputs**, the evaluation covered different outputs that enabled the achievement of the outcomes. Concerning the MAP project's **impacts**, the project will tackle areas such as capacity building, households' income and assets, partnerships, empowerment of the target population especially of women, and the sustainable management of natural resources and of the environment.

The evaluation addresses the factors that have an influence on the **sustainability** of the MAP project benefits including the political commitment and support, the availability of budgetary resources, cooperatives and beneficiaries ownership, ecological and environmental sustainability, integration of the MAP Action Plan into HCEFLCD's strategic plans, including its ten-year plan and the development of cultivated MAPs. The mission also addressed **gender equality and women's empowerment**, with a focus on gender issues and by assessing whether women received any special attention during the project implementation, and of adequate monitoring indicators. Following this, conclusions, recommendations will be made and the lessons learned will be identified. Upon the completion of the analysis, ratings will be made according to the evaluation criteria.

Evaluation process

The MAP project's evaluation includes five steps: (i) preparation, (ii) field mission, (iii) report drafting, (iv) review and comments, and (v) communication and dissemination. The preparation involves reviewing documents that provide preliminary findings and identifies key issues that need to be thoroughly investigated. In line with the terms of reference, a methodological note has been submitted to the UNDP and to the MAP project coordinator for comments prior to the fieldwork kick off. The evaluators interacted with project management team, UNDP, and HCEFLCD (executing agency).

The field mission started in October 2015 in the Oriental region, which is the main region covered by the project and enabled the assessment of the project's main achievements and stakeholders, namely cooperatives and their pyramidal organization (ASCOPAM and FENACOPAM), collectors and other beneficiaries of the project. It was conducted in close collaboration between the project's management and coordinators. Individual interviews and

focus groups were conducted with beneficiaries (collectors, men and women) and cooperatives. The mission's timetable and schedule are provided in the table (i.3) and the list of persons interviewed is attached in the annex.

At the end of the mission, a preliminary meeting was held at the UNDP's office on November 12, 2015, to which representatives of the UNDP and the MAP project coordinators attended. The final meeting will be held on December 8, 2015 to present a summary of preliminary findings and discuss the evaluation's strategies and key operational issues. The final report was submitted to the project management after including comments from different project partners.

1.3. Structure of the evaluation report

In line with the terms of reference of the mission (Annex 1), this report analyzes, in particular the following:

1. Objectives and methodology of the evaluation
2. Development context of the project
3. Project implementation: management, financing, partnerships, monitoring, and evaluation
4. Evaluation of the project outcomes:
 - Project outputs
 - Project performance: Relevance, effectiveness, and efficiency
 - Other criteria: Country ownership, gender, sustainability
 - Project overall performance
5. Conclusions and recommendations, and lessons learned:
 - 5.1. Conclusions
 - 5.2. Recommendations: Corrective measures, measures to ensure the sustainability of the achievements, Proposals for future directions
6. Annexes.

II. PROJECT DEVELOPMENT CONTEXT

Morocco, thanks to its Mediterranean climate and its geomorphological features, benefits from favorable conditions for the development of a rich and varied flora including significant potential Medicinal Aromatic Plants (MAP), which often are endemic. Morocco is one of the main exporters of Mediterranean MAPs.

Today, Morocco ranks as the 12th largest exporter of MAPs, with a value of nearly USD 25 million of cultivated MAPs and USD 37 million of MAPs collected in the wild.

Thanks to this potential, aromatic and medicinal plants are considered as high-value resources, and can contribute to improving the living standards of disadvantaged people in Morocco, particularly in the arid and semi-arid areas.

Being aware of the multiple roles played by this sector in fighting against climate change and fighting against desertification, the High Commission for Water and Forests and the Fight against Desertification (HCEFLCD) developed in 2009 the National Strategy for the development of the MAPs Sector.

The MAP project “Mainstreaming Biodiversity into the Value Chains for Medicinal and Aromatic Plants” is in line with: i) the National Development Strategy for the Medicinal and Aromatic Plants’ sector; ii) the National Charter for Environment and Sustainable Development; iii) the Convention on Biological Diversity; and iv) the UNDP 2014-2017 Strategic Plan.

2.1. Project framework

The goal of the National Strategy for the Development of the MAPs sector is to unite the conditions and key success factors in order to inspire a new dynamic into the MAP sector, where alliances and synergies between all stakeholders in the value chain are created and mobilized around:

- (i) Biodiversity conservation and sustainable management,
- (ii) Valorization, promotion and improvement of the competitiveness of the MAP sector in a globalized and competitive market. Also the sector’s evolvement from the status of a supplier of unprocessed raw materials into a real industrial sector offering products ranges with a high added value for both the domestic market and international market. Achieving such an evolvement requires the implementation of a coherent development strategy from the upstream to the downstream of the sector, from production to the final consumer.

This was embodied into the National Strategy for the Development of medicinal and aromatic plants sector based on five complementary strategic areas, namely:

- Consolidation of current knowledge on MAPs and their development;
- Optimization of the production and marketing in order to enhance the valorization of Moroccan MAPs;
- Regulating, organizing and encouraging the sector to prepare a framework that is both appropriate and challenging for professionals and protector of the resource;
- The promotion and facilitation of the sector and the development of synergies with other sectors;
- Promotion of local populations, conservation, and sustainable management of the basic resources.

2.2. Project zone

The project aims to integrate biodiversity conservation into the spatial planning, development and valorization of four species of medicinal and aromatic plants in four sites. The species and sites were initially selected according to three criteria namely: (i) The economic importance evaluated through exports in terms of quantity and value; (ii) The importance of the ecosystem: endemism and operational risk; (iii) The role for local populations evaluated according to the importance of income insurance for the poor segments of the population.

According to ecological, economic and social criteria, the species and target areas of the project are:

- *Anacyclus pyrethrum* in the Middle Atlas region.
- *Thymus satureioides* in the High Atlas region.
- *Origanum compactum* in the Rif region.
- *Rosmarinus officinalis* in the Oriental region

The project focuses on areas that represent an ecological, social and economic diversity and comprising various ecosystems. In total, 4 regions were concerned covering more than 147,000 ha. The number of beneficiary municipalities is 8.

2.3. Target-population

The project target groups are all actors directly involved in the use of non-timber products and in the management of forest resources, including women. The project therefore targeted collectors, cooperatives / local processors and industries (private sector).

The project aims to ensure that all of the concerned stakeholders will be involved in the project's activities, to build the capacities of these actors, and to support all organizations that include or represent these actors. The project also targeted the services related to the government departments at national and local levels, by providing technical support to these services to enable them to ensure a better technical support and an appropriate participation.

2.4. Project objectives

2.4.1. Development objectives.

The overall project objective is the sustainable production and enhanced valorization of spontaneous aromatic and medicinal plants through the sound management of natural resources, biodiversity conservation and capacity building of different stakeholders along the sector's value chain.

2.4.2. Specific objectives

The project's specific objectives include:

- Strengthening the capacities of Moroccan government institutions, non-governmental organizations and concerned citizens to enable them to contribute to the conservation of biodiversity and the fight against poverty by increasing the value of the MAPs collected in the wild, and of their access to markets while ensuring sustainable production;
- Improve cooperation and create partnerships among national and local pioneers, which will create a processing environment, appropriate skills development, and technological advances for the benefit of participants in the MAPs value chain;
- Establish the necessary mechanisms, provide technical, legal, and institutional support, to better integrate the MAPs biodiversity richness in the whole value chain of the subsector.

2.4.3. Expected outcomes of the project.

The **specific objectives** can be broken down into five outcomes:

Outcome 1: Capacity to apply certified and sustainable harvesting techniques through biodiversity-friendly management plans, is developed and strengthened.

Outcome 2: National MAP strategy is operational and includes certification systems, strengthened regulatory and environmental policy and biodiversity considerations along the value chains

Outcome 3: Effective channels of communications are implemented and improved vertical and horizontal integration among value chain actors allowing quick responses to shifting market demands

Outcome 4: Informal processors, collectors, distributors, and intermediaries are mainstreamed into the MAP value chain.

Outcome 5: Project adaptive management

The project's overall objective would be achieved only if the five expected outcomes are achieved. Each outcome is linked to a number of activities to achieve. The five expected outcomes and activities to be performed as described in the project document are highlighted in Table 3 (Appendix 7).

2.4.4. Baseline indicators

The logical framework matrix as described in the project document allows an overview of the project. It also presents the indicators and verifiable performance criteria related to the project implementation with regard to the project's objectives and expected outcomes as well as the sources of verification and the related risks and assumptions. These indicators (Annex 9) were defined to measure the project's overall impact to ensure: a sustainable production, improved valorization of spontaneous medicinal and aromatic plants, sound management of the natural resource, conservation of biodiversity and building the capacities of the various stakeholders in the value chain of the sector.

2.5. Project launch and management

The MAP project's kick-off took place over the period from June 1, 2012 until December 31, 2015, an equivalent of three years and seven months. The national project kick-off workshop took place on May 29, 2012, and the national closing workshop is planned for the end of December 2015. During this period, 4 meetings of the Steering Committee were held in order to validate the activities and budget of the previous period and to approve the activities and budget of the following year.

Furthermore, as part of its monitoring and evaluation mission, the UNDP organized an annual and mid-annual review of the Project in June as well as an annual review of the project at the end of each calendar year, which was attended by the project partners. In addition, the Project was audited by the Court of Auditors in 2013. The implementation of activities was ensured by a project management unit under the supervision of the National Project Coordinator.

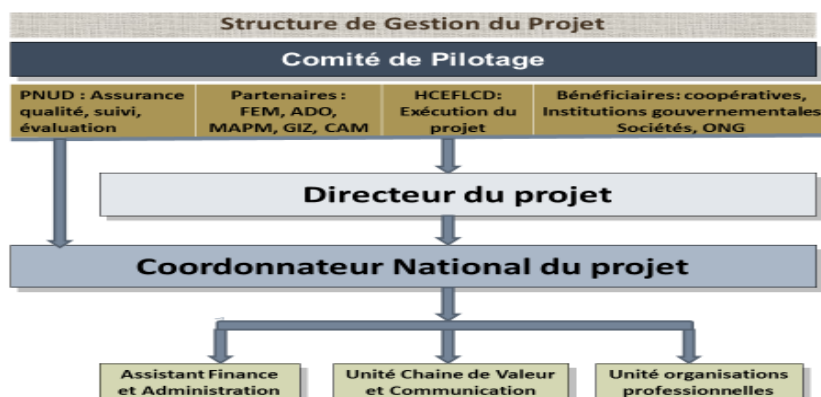


Figure 1 : Project management's institutionnal arrangement.

2.6. Project financing

According to the Project Document, the MAP project's overall budget, over a period of three years (2012-2015), is US \$ 4,325,000. This budget was allocated by outcome and per year as follows:

Table 3 : Annual project budget breakdown

Outcomes (O)	2012	2013	2014	2015	Total
O 1	26 255	1 007 060	680 805	348 500	206 2620
O 2	00	148 660	113 570	46 360	308 590
O 3	9 980	71 610	88 710	103 790	274 090
O 4	119 674	314 968	326 069	314 968	1 075 678
O 5	8 120	127 760	207 430	215 920	559 230
Total	164 029	1 670 058	1 416 584	1 029 538	4 280 208

Source : Steering committee, 2012 estimation

This budget has been modified as additional new funding sources have been mobilized, and which include funds from the GIZ and the Oriental Agency. Thus the total budget increased from US \$ 4,280,208 (2012 estimation) to US \$ 4,325,000.

Table 4 : Project partner' contribution to the budget

Partners	Cash	In-Kind
GEF	950 000	00
UNDP	200 000	
HCEFLCD	580 000	240 000
Oriental agency	500 000	00
Delegated Ministry in charge of the Environment	188 916	00
South Agency	100 000	50 000
Min. of Agriculture	-	To be determined
Total contributions		2 808 916
Overall project amount		4 325 000
Budget to raise		1 516 084

2.7. Main stakeholders

The MAP project was initiated by the United Nations Development Program and by the High Commission for Water, Forests and Fight against Desertification, which is the National Project Implementation Agency. The UNDP is responsible for the monitoring and evaluation, and quality assurance of the project's implementation.

A national steering committee, in charge of the supervision and orientation of the project, shares its expertise regarding technical assistance and information flows between key partners. The steering committee is composed of representatives appointed by the institutions and ministries involved in the MAP project.

The project's particularity is related to the involvement of many partners, including:

- High Commission for Water, Forests and the Fight against Desertification (HCEFLCD).
- United Nations Development Program (UNDP).
- Global Environment Facility (GEF).
- German Agency for International Cooperation (GIZ)
- Oriental Agency (ADO).

III.EVALUATION OF THE PROJECT OUTCOMES

3.1. Project outputs

The project contributed to the development of Morocco's aromatic and medicinal plants sector through the outputs delivered at the end of the project, and which are presented per outcome under Table 6 (Appendix 8). It is worth mentioning that all of the outputs under this project have been reached.

The main comments of the final evaluation mission regarding the project's achieved outcomes are listed below.

Outcome 1: The project addresses biodiversity conservation issues from a general perspective in order to conduct related risk assessment for the species targeted by the project. In order to strengthen and improve standards related to best practices for collection and post-collection processing, the project developed a guide on MAPs good collection practices, which principles are applicable to all MAPs in Morocco, and manuals for each target specie. This guide is published in Arabic and French. It took into account the principles of natural resources conservation and sustainable development. It is therefore considered as a substantial output of the project. The guide and the manuals on MAPs good collection practices significantly contributed to: natural resource conservation and sustainable exploitation of MAPs, valorization of MAP-Morocco products internationally through certification and labeling, regulation of spontaneous MAPs' collection; improvement of the quality of products stemming from the four target species (thyme rosemary, oregano, and pyrethrum); awareness raising of the various stakeholders in the MAPs sector.

Therefore, the project started a training, popularization, and dissemination program of collection good practice geared toward collectors and cooperatives and to other players in the value chain as well as to the HCEFLCD managers and agents.

Conservation and sustainable management plans of the project's four target species were developed according to the following research: mapping, evaluation and conservation of African Pyrethrum resources, covering 38.000 ha; also mapping, management and conservation of oregano resources, over 22.000 ha; the spatial planning study and the rosemary resources management plan over 42.000 hectares, planning of thyme facies of the Goundafa Forest covering 45.000 hectares. These studies enabled among others the ecological, economic and social characterization of the area; mapping of facies and of stands types; knowing the current exploitation conditions of the species; an assessment of the available plant biomass; having a planning map of the concerned species.

The MAP project updated the template contract between the HCEFLCD on the one hand and the cooperatives or the other buyers on the other hand. The new template contract integrates the principles of good collection practices that are applicable to all aromatic and medicinal plants in Morocco.

The MAP project enabled the development of an 11 minutes documentary film entitled "Conservation and sustainable management of rosemary's natural resources in Morocco», in 2 versions: French and Arabic.

Conclusion: The different outputs obtained to achieve outcome 1, will enable a sound and sustainable management of the target species' stands. In addition, all of the activities will have a significant impact on the sustainable exploitation and valorization of resources. Finally, we have noted with satisfaction the ownership of the good collection practices by the local population (collectors and collector) within the scope of the project area, which have become aware of the importance of adopting good collection practices to ensure the preservation of natural resources and the sustainability of their income.

Outcome 2: The project ensured the development of an action plan for the conservation, sustainable management, and valorization of spontaneous MAPs in the forestry domain, hereinafter referred to as "MAP Action Plan ". The development of this MAP Action Plan is a major outcome of the MAP project. This action plan should build on the outcomes of the MAP project as a pilot project to extend the MAP project's experience and methodological approach to other species and other regions. To this end, the MAP Action Plan will be part of HCEFLCD's ten-year plan for the period 2015-2024. Through its related studies, the plan will further operationalize the National Strategy for the Development of medicinal and aromatic plants sector, and which is already launched by the HCEFLCD. In addition, the study on the identification of key priority spontaneous MAP species and of the exploited species at risk will provide the HCEFLCD with an enhanced visibility on the priority species that should be covered by the development activities. The project contributed to the development of a preliminary mapping of priority spontaneous MAPs species and the establishment of a geographic information system for managing medicinal and aromatic plants (MAP-GIS).

Conclusion: The outputs reached to meet the objective of outcome 2 can be used both as a tool to support the achievement of operational objectives as well as a decision support system.

Outcome 3: The project enabled the capacity building of cooperatives and companies in terms of post-collection processing, quality, marketing and sales. Indeed, a training of trainers' session was organized on good practices related to postage collection processing of medicinal and aromatic plants with a special focus on rosemary, oregano, and thyme. Three training sessions were organized, held at the regional level, on improving MAP's valorization and sales. The project also enabled publishing the guide on good production practices of essential oils in order to meet the technical requirements of aromatic and medicinal plants distillers for producing essential oils, to ensure the chemical and organoleptic quality of essential oils, in accordance with national and international regulations.

The Project initiated in 2015 the Bio Certification of 15 MAP products that are covering 45.000 ha. The certification was conducted according to the European Union (Ecocert Organic), the USA (USDA-NOP) and Moroccan (Morocco Agriculture, Bio-Ma-154) standards. Bio certified products are stemming from 4 cooperatives: Lamrija, Ofok, Kadam Al Atlas an Agoundis. As part of the implementation of this certification, a products traceability system, suitable for cooperatives, was designed and implemented at the four cooperatives. The Bio certification has ensure a better positioning of the products on the market.

To ensure promoting Morocco's MAP products internationally and to establish partnerships with international buyers, the project has participated in the international Biofach fair in 2013, 2014 and 2015.

The Project has significantly contributed to the improvement, consolidation, and development of knowledge on MAPs.

Conclusion: the various outputs reached to achieve outcome 3 will contribute very significantly to the promotion and valorization of Morocco's MAP products in international markets.

Outcome 4: The project has mainstreamed the various players in the value chain of the four MAPs species in the pilot regions while establishing a stakeholder capacity-building program. Thus, the Project conducted 91 training days and workshops on various important topics.

The project conducted an analysis of the value chain of the project's 4 target species. Value chain appears to be very opaque and characterized by mistrust and lack of information on marketing channels. The project also contributed to the integration of the various players into the value chain of the assessed species: establishing a partnership between the HCEFLCD and cooperatives for the exploitation of spontaneous MAPs; establishing partnerships between cooperatives and MAP industrial companies; and the establishment of partnerships between MAP export companies and international buyers.

The MAP Project conducted a professional organization of cooperatives at both regional and national levels. Thus, the regional MAP associations of cooperatives (ASCOPAM) were created. This organization was mainly composed of 39 cooperatives, and these are mainly cooperatives having an exploitation contract with the HCEFLCD, other cooperatives also joined this organization. A National Federation of Cooperatives of Aromatic and Medicinal Plants, known as "FENACOPAM" was set up and includes the six ASCOPAMs.

The project generated a database of the different stakeholders in the value chain of the four MAP species' pilot regions. This database is very useful for: governmental institutions in charge of the development of the sector, investors and for establishing partnership relations between the different operators in the sector.

The PAM project participated in building capacities and in integrating/mainstreaming the different actors of the sector into the MAPs value chain. The project developed and implemented a mechanism for integrating the different actors involved as well as the project's partnering cooperatives and companies, which showed good results. In addition, the project enabled integrating the different actors of the value chain along with a pool of various stakeholders into a cross-sectoral federation, in line with the cross-sector law. Table n°7 (under annex 8) highlights the expected activities, and the activities achieved or not per outcome.

According to the Table No. 7, it is evident that almost all of the planned activities were carried out except for the FairWild certification, the partnership with the Ministry of Industry and Trade on supplying PAM products under its biochemical program, and advocacy for creating a MAP committee within the EACCE.

The FairWild certification, which aims to ensure the best practices for collecting and selling wild plants, was dropped and replaced by the organic certification which has more notoriety, easy to obtain and inexpensive. The project's cost for cancelling the contract with Profund was about US \$ 132,403.

The partnership with the Ministry of Industry and Trade was not initiated for the simple reason that there is no biochemical program at the Ministry of Industry and Trade.

Conclusion: Overall, the evaluation of outputs reached by the MAP project is satisfactory level of compliance with the project planning. The very high level of performance regarding the project implementation is achieved thanks to the cohesion of the implementation team as well

as the perfect collaboration and great commitment of the various partners (HCEFLCD and UNDP).

3.2. Project Performance

3.2.1. Project relevance

Relevance with regard to funders' strategy. The mainstreaming biodiversity into the value chains for Mediterranean aromatic and medicinal plants in Morocco project or MAP project is aligned with the main objectives of the GEF's focal area since it contributes to the achievement of the OP5 through a number of objectives:

- i) Objective 1 related to " Improve sustainability of protected areas and of conservation areas through community based actions" by initiating and establishing approaches and initiatives of sustainable exploitation of natural resources for the benefit of local populations;
- ii) Objective 2 of the OP5 related to mainstreaming biodiversity conservation and sustainable use into production landscapes and seascapes through community initiatives and actions;
- iii) Objective 6 is related to maintaining or improving the flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of the local communities;
- iv) Objective 10 of the OP5 stipulating the capacity building and enhancement and of CSOs to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends; and
- v) A cross-cutting objective linked to poverty reduction, improving life conditions and mainstreaming gender. The MAP project is also consistent with the GEF's strategy as it under the category of microfinance that the GEF (FMP-GEF) supports in areas of biodiversity, climate change, and land degradation while trying to create sustainable livelihoods of local communities.

The objectives and the expected outcomes of MAP project are aligned with the objectives of the UNDP Strategic Plan (SP), 2007-2011. This SP set a number of goals each resulting in outcomes. Thus, the project PAM is aligned with outcome 3 of goal 1.³

Similarly, the MAP project is aligned with outcome 5 of goal 2⁴ of SP which provides that "Political frameworks, and legal and regulatory institutions have the means to ensure the conservation, the sustainable exploitation as well as access to the benefits of natural resources, biodiversity and ecosystems, as well as their sharing in accordance with the international conventions and national legislation". Finally, the outcome 5 of goal 4⁵ of the SP provides that «Measures are in place to increase the access of women to environmental goods and services».

³ Goal 1: The growth and development are inclusive and sustainable, generating production capacities needed to create jobs and livelihoods for the poor and the excluded.

⁴ Goal 2: The countries develop strengthened institutions to ensure progressively a universal access to basic services.

⁵ Goal 3: More rapid progress is made toward the direction of the reduction of inequalities between the sexes and the empowerment of women.

In addition, the MAP project is part of twenty projects initiated by the UNDP-Rabat and implemented in partnership with various national institutions.

The MAP project is also aligned with UNDF's common action plan "2012-2016", in particular with goal 5⁶ and its two outcomes. Outcome 1 is "The main actors are supported to put the national and sectoral strategies in coherence with the national Charter of the Environment and Sustainable Development". For that purpose, the MAP project should, also, produce strategic documents. In coherence with outcome 2 of UNDF's common action plan, the MAP project aims to implement territorial development plans and projects in the project's focal area of the project, which take into consideration the provisions of the National Charter of the Environment and Sustainable Development.

Relevance to the Government's strategy. The MAP project is relevant with regard to the National Charter of the Environment and Sustainable Development. This project is in line with the National Development Strategy for the Medicinal and Plants Sector established in 2009 by the HCEFLCD. This strategy is part of "An overall policy to boost this sector and respond to the concerns related to spatial planning and sustainable development". Its ultimate objective is providing the MAP sector with the preconditions and success key factors to insure a significant and sustained development of its shares at international as well as domestic market. The strategy aims to shift from a raw materials supplying sector to a sector offering products with high added value, and evolves around 4 axes which are:

- i) The consolidation and development of knowledge specific to the Moroccan MAPs through research, elaboration of inventory mapping and technical data sheets;
- ii) The valorization of the national MAP supply through the domestication and the intensification of MAPs, the standardization and labeling, and the support and assistance to sales channels;
- iii) The organization of the sector through the development of regulatory mechanism, the inter-sectoral organization, and institutional partnership and a sector promoting policy through an incentive policy and incentives, a global facilitation of the sector, and the development of synergies with other sectors; and finally
- (iv) The sustainable development of the sector through training and oversight, development of local population and sustainable management of natural resources and environmental conservation.

The MAP project fits perfectly in the different axes of the National MAPs Strategy. It aims to contribute to its implementation (expected outcome 4 of the project), especially through the

⁶The principles of the «National Charter of the Environment and Sustainable Development » are implemented while ensuring coherence between sectoral strategies and priorities related to environment, adaptation to climate change and risk management and strengthening the territorial convergence in the areas and for the most vulnerable populations, with particular attention to gender.

encouragement of MAP certification and labelling, the strengthening of environmental policy and regulation, the improvement of information and communication on MAPs, the professional organization of sector's actors and mainstreaming biodiversity along the value chain.

The MAP project is in line with the strategic objectives of the decennial programs of the HCEFLCD (2005-2014 and 2015-2024). The ten-year program 2005-2014 is setting a number of strategic objectives namely the conservation and valorization of the important biodiversity that our country, which is, concealed over 2.5 million hectares and the contribution of forestry areas to the improvement neighboring populations' life conditions. The action plan of the HCEFLCD meets nine priority programs including forest products valorization through the improvement of the sectors and the organization of users in cooperatives and associations, and the establishment of concerted, negotiated, and contractual projects, and the strengthening of the partnership with forestry cooperatives, already committed, in particular for the MAP and Argan tree products. The MAP action plan comes reinforcing the development programs carried out by the HCEFLCD.

The project is also in line with the objectives of the Morocco Green Plan , including its pillar II, in particular its sixth foundation related to the safeguarding of natural resources for a sustainable agriculture. It is specifically related to the development of MAPs and of origin-linked products.

The MAP project fits into the National "Strategic Priorities». In particular, the National Strategy for Environmental Protection (NSEP), which has been developed in 1992. This strategy has been translated into a series of sectoral strategies including the National Strategy for Sustainable Development (NSSD), and the National Human Development Initiative (INDH) and its objectives related to poverty reduction and the improvement of farmers' living standards.

It is also important to note that the Crédit Agricole of Morocco is committed to funding MAP projects holders and with preferential terms. The convergence of public policies related to sustainable NRM and the improvement of the living conditions of the rural populations in MAP production areas, is important for a sustainable development. The MAP project fits perfectly into the framework of these sustainable development public policies and specifically with regard to ecosystems protection policies.

The advanced regionalization strategy being based on the involvement, the empowerment of local authorities, and the sustainable development, provides a favorable socio-institutional framework to the sustainable management of natural resources namely the MAPs.

The MAP project is relevant to the needs of target populations because it contributes to the diversification of income sources and to building collectors' managerial and entrepreneurial capacity as well as capacities related to collection practices of rural populations organized in MAP cooperatives. Similarly, the project aims to develop partnership agreements between cooperatives and sales companies, and to establish associations of MAP cooperatives as well as a national federation.

Relevance with regard to the project's intervention logic. The MAP project's logical framework reveals that the project aims to incite the government and municipal institutions, rural populations and NGOS to contribute to the conservation of biodiversity through the increased value of the MAP products collected in the natural environment, accessible markets, and sustainable management practices. Therefore, the objective of the project is "mainstreaming the conservation of biodiversity into the PAM value chain of the sub-sectors". Thus, this objective is translated into outcomes, and its activities address shortcomings in terms of technical and institutional, organizational and communication capacities of the actors in MAP chain value as well as to biodiversity conservation's needs.

The project's intervention logic and its monitoring and evaluation indicators are explicitly stipulated under the outcomes' strategic framework and the action plan linked to outcomes⁷. We can see that the project's activities are clustered around three components: institutional capacity building; conservation of biodiversity, and the value chain services. The four outcomes with for each one, a set of specific outputs are defined in order to achieve the abovementioned project objective. Among the outcomes that contribute to the achievement of the project's objectives, is an adaptive management of the project through a set of activities ranging from the establishment of human resources in charge of the project's implementation to building their capacity with regard to management, communication and monitoring and evaluation.

The review of the two tables related to the outcomes' framework and to the project's action plan reveal a great coherence between the purpose, the specific objective of the project and its components. This coherence remains however less clear with regard to the link between the expected outcomes and the planned activities. The formulation of these latest, is essentially based on the need of capacity building of the governance institutions of the MAP sector namely the HCEFLCD, and of certification.

It is worth to highlight some difficulties in identifying the causal relation between the project's objective, components, outcomes and activities. This observation is largely explained by the particular layout method of the project's intervention logic, which comes in two tables instead of a single logical framework matrix. This matrix would vertically include the purpose, objectives, outputs, activities and planned inputs then horizontally, objectively verifiable indicators as well as risks and assumptions related to external factors that could affect the success or failure of these elements. Considering the importance of the logical framework matrix (LFM) in the project design in order to ensure its relevance and feasibility, we can only agree that the present Project Logic Framework does not facilitate the planning and implementation as long as it does not provide a clear and easy visualization of the project document.

The analysis of the horizontal logic of the project's intervention framework shows a certain imbalance between the definitions of the project's objectives, components, activities and outputs; and their respective indicators, as well as the achievement's assumptions and risks. Indeed, the definition of the project's objective and components is subject to an analysis of the risks and assumptions underlying their failure or success. This is not the case for outputs and

⁷ Page 29 et 38 of the Project document

activities for which the dedicated SMART indicators are also lacking. For example, to achieve outcome 1, it is expected to train the project's partners on the Fair wild certification with as an indicator, the output 1.2: "Collectors (men and women) trained on MAP identification and sustainable harvest methods", without specifying the number, the duration, and their gender distribution.

In addition, the imprecision of the project objective indicator which assesses the impact on biodiversity by the "Number of buyer/suppliers' contracts linking higher prices to outcomes of biodiversity, broken down by gender". This indicator deserves to be clarified in order to inform the reader of the consistency of such a contract and the commitments of each party. In addition, it was planned to reach 2, 4 and then 8 signed contracts respectively during the first, second and third year of the project, while having as a source of verification the field investigations without specifying its schedule. As such, this makes difficult to plan the monitoring and evaluation of indicator with regard to the objective set during the project's implementation

In addition, this raises questions whether it is advisable to link the assessment of the achievement of the project's objective to customers or consumers for whom biodiversity protection awareness is weakly translated into their purchases. This is unclear, especially that every certification leads the customer to pay a higher price, at least 5% higher than the market price. As such, this option might not lead to attract customers especially if they are not sufficiently aware of the benefits for the community and the resource. However, activities in this regard do not appear to be integrated into the project design.

The previously highlighted assumptions and risks reflect well the international character of certification (FairWild or Bio) but the diagnosis of the Moroccan market shows weaknesses with regard to the responsiveness to these certified products and of the role that they can play to protect MAP's biodiversity. The lack of post-activities indicators among the set of indicators also illustrates the inadequacy of the project's intervention logic with the socio-economic realities of the MAP collectors and processors.

Based on these considerations, the relevance of the project with regard to the funders' strategy, the Moroccan Government Strategy, and the needs of the target populations, as well as the relevance of the project with regard to its intervention logic, is overall satisfactory.

3.2.2. Effectiveness of the project

In order to apprehend a global vision of the project objective's achievement, we will firstly assess the achievement of expected outcomes based on their related activities which are backed by indicators; and secondly, the effects and impact of the project. For more details of the estimated outcomes' achievement rate, refer to table No. 8 and 9.

The estimation of the outcomes 'implementation rates was carried out as follows: first, to simplify the calculation, it was considered that all the outcomes had equal weights; then, for each indicator provided in the project document, the implementation rate was estimated by making a comparison between what was planned and what was actually achieved.

Table 5 : Average achievement rate of expected outcomes

Outcomes	Estimated achievement rate	Comments
O1	100%	-
O2	103%	Activities are not limited to the project's 4 target species
O3	93%	-
O4	171%	The number of entities benefiting from the technical support of the project is 4 times higher than expected
O5	97%	-

The achievement rate of the expected outcomes according to the achieved outcomes' indicators.

Table 6 : Estimation of the achievement rate of the expected outcomes according to the indicators

Outcomes	Indicators	Expected by the project	Achieved	Rate
O1. Capacity to apply sustainable management plans and environmental sound harvest technics, is reinforced	Number of assessments of the value chain completed and that include intervention and competitiveness points.	4	4	100%
	Number of management plans respectful of biodiversity, developed and applied in each cooperative partner of the project.	7	4	57%
	Areas in hectares Bio certified.	56737 ha	44754 ha	79%
	Number of collectors using good collection practices	2000	2398	119%
	Percentage of exploitation areas of the certified species where certified and sustainable harvesting techniques are applied.	50%	96%	192%
O2. National strategy for developing the MAP sector is operational	Number of MAP collection permits granted.	6	4	67%
	Percentage of areas within the project intervention area where good collection practices are applied	50%	89%	178%
	Regulatory Framework on streamlining exploitation and standardization of processing established	1	1	100%
	Number of cooperatives and private companies that received training on the standards, norms and practices related to the collection and valorization of MAPs.	17	24	141%
	Areas Bio certified	56737ha	44754 ha	79%
O3. Communication along the value chain is strengthened for a better valorization of Morocco- MAP products	Number de visitor of the MAP website	1500	835	56%
	Number of training days and of workshops held for the benefit of the project beneficiaries	95	91d	96%
	Number of Public/Public and Public/Private partnerships concluded	15	20	113%

	Database of the MAP value chain's operators updated	1	1	100%
O4. The various actors in the sector are mainstreamed into the medicinal and aromatic plants value chain	Number of cooperatives adopting the principles of biodiversity conservation and is involved in monitoring the market evolution.	6	4	67%
	Number Of cooperatives involving women in the collection, valorization, and sales of MAPs.	6	4	67%
	Number of action plans developed through a participatory analysis of the value chain and of EIGs that will be operational through aggregation or similar process.	1	1	100%
	Number of entities benefiting from the project's technical assistance.	15	57	380%
	Number of MAP products targeted by the project and were identified and characterized through a detailed technical sheet.	4	7	175%
	Number of regional MAP cooperatives' associations (ASCOPAM) created	5	5	100%
	FENACOPAM	1	1	100%
O5 : Adaptive project management by integrating lessons learned into the project's approaches	Number of people at the PMU that received training	4	4	100%
	Number of annual and half-yearly audits performed	8	7	87%
	Availability of an updated quarterly project MES		Yes	-
	Number of meetings of the Steering Committee and of recommendations adopted	4	4	100%
	1 final evaluation of the project conducted	1	1	100%

Finally, to obtain the achievement rate of a particular outcome, the completion rate of all indicators for that outcome are cumulated and divided by the number of indicators of the outcome under review.

Overall, according to the evaluation of outputs, there is satisfactory level of compliance with the project planning. The highest performance of the project is achieved thanks to the consistency of the implementation team and their perfect collaboration as well as high level of commitment of the different partners (HCEFLCD and UNDP).

The MAP project's budget forecasts were US \$4.3 million while the available budget was only US \$1.7 million, with an achievement rate of around 49.07% (Table 10). This low rate is mainly explained by the fact that some of the Project financial partners did not fulfill their financial commitment. The total budget of the project as of the date of its approval is of US \$ 4.3 million of which US \$ 2.8 million as being an available and approved budget; and US \$ 1.5 million as funds to be disbursed. The provisional budget, as estimated by the PMU for the implementation of planned activities for the period under review (May-December 2012), amounts to nearly US\$ 0.25 million. This budget was revised downwards in November 2012 to reach nearly US \$ 0.15 million, mainly due to the delay in the convention signature with the Fair Wild.

Table 7 : Achievement forecasts of the MAP project budget (US \$)

Funders	Forecast (Prodoc)	Funds provided	Achievement/ Forecasts (%)
GEF	950 000	950 000	100%
HCEFLCD	820 000	760 000	93%
UNDP	200 000	211 080*	106%
Oriental Agency	500 000	122 600	25%
GIZ		78 500	
Others	338 916	-	
Total of allocated resources/Available	2 808 916	2 122 180	76%
Total amount	4 325 000	2 122 180	49,07%

*The UNDP engaged an additional cost of 11 080 USD equivalent to the monitoring of the project extension for eight months.

As per funder, the GEF's achievements are 100%, the UNDP's are 106% and 93% for the HCEFLCD. The HCEFLCD's in kind are mainly related to providing space for the project's PMU and to supervising of the project. Similarly, the Oriental Agency contributed to only 25% of the amount initial planned, equivalent to US \$ 122 600. The agency explained that the remaining amount was expected to be used for acquiring rosemary valorization units for the cooperatives. However, this is not directly part of the project's initiatives.

The project could have conducted a quick study on the technical and financial feasibility of this option, especially that many actions were concentrated in the orient.

Financing of the different outcomes is primarily funded by the GEF / UNDP. This represented 65% for 2012, 82% for 2013, 75% for 2014, and 72% for 2015. The achievements by outcome (Table 2) shows that five outcomes were financed under the project: Capacity building (O1), National Strategy adopted (O2), Effective communication channels (O3); Adaptive management (O4); Integrated value chain (O5). Adaptive management was the main activity financed in 2012 (93% of the total expenditure). In 2013, three groups of outcomes consumed nearly one third each of the total

expenditure (O1, O3, and O4). In 2014, the activity related to effective communication channels (O3), represented the highest share in terms of the budget consumed (41%), followed by three outcomes (O1, O4 and O5) representing each about 19% of the expenditures. Finally, in 2015, the O2 activity represents more than half of total expenditure for this year, while O3's budget represents 31%. The other outcomes have lower rates (between 3% and 8% for O1, O4, and O5). Overall, the MAP project's budget per outcome depicts that the outcomes 3, 4 and 1 represent similar shares (30%, 25%, and 21%). Outcome 1 represents 16%, while O5 represents only 8%.

Table 8 : Annual Budget of the MAP project per outcome and per financing (in US\$)

Year	Outcomes	Government	PNUD	FEM	GIZ	Total
2012	O1	-	-71,84			-,84
	O3	9 190,81	-			9 190,81
	O4	34 153,40	83 996,47			118 149,87
	O5	530,22	-			530,22
	Total	43 874,43	82 523,36			126 397,79
2013	O1	20 245,49	91 597,38			111 842,87
	O2	-	30 873,75			30 873,75
	O3	11 478,35	80 473,73			91 952,08
	O4	37 377,00	105 016,31			142 393,31
	Total	69 100,84	305 509,00			374 609,84
2014	O1	35 627,05	37 433,69			73 060,74
	O2	1 586,26	7 485,08			9 071,34
	O3	16 892,34	140 678,41			157 570,75
	O4	5 511,49	58 022,72			63 534,21
	O5	36 614,72	37 571,30			74 186,02
	Total	96 231,86	284 497,45			380 729,31
2015	O1	5 600		29 800		35 400
	O2	25 650		211 440		237 090
	O3	48 200		96 590		144 790
	O4		14 400			14 400
	O5	8 285			28 162	36 447
	Total	87 735	14 400	337 830	28 162	468 127
OVERALL TOTAL	593 884	1 374 407	675 660	56 324	2 700 275	

Source: PNUD, CDR

Key: O1: Capacity building; O2: National Strategy adopted; O3: Effective communication channels; O4 : Adaptive management; O5: Integrated value chain.

3.2.3. Efficiency

Efficiency is defined as a measure that allows visualizing the extent to which the resources and inputs (time, funds, expertise, etc.) are converted into a cost-effective way into outcomes. According to the available data, the evaluation will address the efficiency issue through the analysis of the delays in the implementation of the project, the funds spent in the light of the project outcomes, and some costs and benefits indicators for some cooperatives.

Delays in the implementation of the project. The project has experienced during its start a delay in the achievement of the planned activities. Several factors explain this delay. First of all, the disbursement of the financial contribution of all national partners to the account of the project was very weak at the start of the project despite the commitments made during the project design. This particularly concerns the Oriental Agency and the HCEFLCD, the Agency for the Promotion and Economic and Social Development of the Southern Provinces (APESDSP, with a contribution of US\$ 0.1 million), and the Ministry of the Environment (ME), which committed to provide nearly US\$ 0.19 million, but as long as the project document had not been signed by the ME, it could not justify this contribution to the Ministry of Finance. The contacts signed with ME regarding this matter did not solve this problem.

The HCEFLCD, the project's executing partner, preferred not to pay its contribution in cash, but to launch studies within financed by its regional offices budgets. The call for tenders and contract award procedures require an additional time.

The project's staff number has reduced during the period of implementation of the MAP project. The recruitment of the project staff has also experienced delays. In addition, two staff members have resigned after only a few months of their recruitment, which has delayed some activities of the MAP project.

The project has experienced a number of financial constraints, which had a negative impact on its smooth progress. This mainly concerns a certain number of restrictions in the use of the budget by the ADO and the HCEFLCD, the management fees of 10% levied on the project budget, and the use of recurring costs of US\$ 500.000, which represent nearly more than 29%, which is significant in comparison to the standards commonly practiced (10% to 15%). This envelope has been used for the operational expenses related to salaries, travel, vehicles rental, and diesel fuel.

The budgets spent with regard to the project's outcomes. The reduction of the budget was reflected by the cancellation of some of the project activities by the Project Steering Committee (PSC). This is particularly related to the withdrawal of the Fair wild certification, due to the ProFund Company's non-respect of the memorandum signed under the project and the fact that it is relatively complex and excessively expensive to implement. In fact, the cost of the ProFund/Fair Wild is of US\$ 900.000, equivalent to 21% of the project's initial cost or 52.6% of the costs of the current project.

It should be noted that the Convention (MOU) with fair Wild was not signed until 11 months after the start of the project, which has delayed by a year all the project's activities related to the Fair Wild certification. This certification has been replaced by the Bio for three species (rosemary, thyme and oregano). In addition, the Fair Wild certification has a limited added value and the demand of the Fair Wild certified species is also very limited. Similarly, the PSC has recommended terminating the memorandum of the agreement with ProFound, whose services were not satisfactory and was very expensive (US\$ 900,000). **Nevertheless, the termination of the contract has cost the project the equivalent of US\$132.403, which has further shrank the project's finances.**

The decrease of the budget is of almost 61% compared to the initial forecasts. This decrease has not included the in-kind contributions, especially those of the HCEFLCD, and the costs of transactions due to the project's adaptive management (significant number of exchange, information meetings, discussions, and contracts between the different partners, the project's Steering Committee meetings). However, despite the significant decrease in the budget, the project has achieved almost all of its objectives thanks to the project's reframing and suitable adaptive management to adjust to the new field conditions and to the institutional, managerial and financial constraints. Also, the project's focal

area has been resized. Other activities in the project document, but for which the project has not been able to mobilize resources or were not relevant, have been canceled.

However, other unplanned activities were carried out because they enabled achieving the project's outcomes and objective. This is notably the case of: The implementation of the action plan, the improvement of the technical clauses under the MAP exploitation contracts, the BIO certification of 8 MAP species, the communication around the MAP (films, workshops, round tables, fairs,...), the organization of the sector by the creation of 6 regional associations of MAP cooperatives and of the National Federation of MAP Cooperatives, the genetic and chemical characterization of certain MAP species and the establishment of technical data sheets per specie.

The complexity of the participatory process, the multiplicity of stakeholders, and the issues and difficulty related to establishing management procedures that are compatible with both those of the HCEFLCD and the UNDP have contributed to the difficult start and hampered the performance of the achievements. However, these have been partially reduced, afterwards, through an increased commitment of the partners.

Costs and profits analysis. The efficiency of the project is assessed through certain indicators such as the costs and the sales prices of some of the project's target species (rosemary and thyme). The data provided under the framework of the MAP project shows that the sale price of the main MAP species has evolved when comparing the prices in the situation without or at the start of the project and at the end of the project. In addition, the average price of Rosemary's dried leaves has increased by 93%, 83% and 82% respectively for the cooperatives Ofok, Kadam Al Atlas, and Lamrija. This price shifts on average⁸ from 3.3 (situation "without the project") to 6-8 DH/kg in the situation with the project. (Table 12).

Table 9 : Evolution of rosemary and thyme sales price

Specie	Cooperative	Average Price (2010-2013)	Average Price (2014-2015)
Rosemary	Kadam Al Atlas	3,28	6
	Ofok	4,15*	8
	Lamrija	3,30**	6
Thyme	Agoundis	6,66**	12

Source: MAP Project, 2015

*: 2012-2013 ; ** : 2011-2013.

Similarly, the price of thyme's dried leaf reached an increase of 80% from the situation "without project" (6.7 DHS/kg) to that "within project" (12 DHS/kg). The increase in the sales price of the main MAP species in the pilot regions (vegetation and transformed) is also related to the fact that the sales are more organized and that, thanks to the project, all cooperatives are Bio certified which has injected a greater added value into the sold products.

⁸ This price went from 1.5 DHS /kg to 4.5 DHS/kg for the cooperative Ofok in the Oriental.

The impact of the activities of the MAP project is thus obvious with regard to the increase in the incomes of collectors and members of the cooperatives, and hence on the maintenance or creation of employment opportunities. Also, with a 6 hours/day on average, the number of working day per season is on average 120 days for women and 150 days for men. In the absence of alternative opportunities, the collection season allows to mobilize the maximum of people, including non-members of MAP cooperatives. Furthermore, a cooperative, can mobilize up to 500 collectors by season, thus the positive impact of this activity on the creation of incomes.

Nevertheless, one aspect that the project has not addressed is the distribution of income due to the activity's nature. In fact, the surveys carried out in the oriental indicate that due to the lack of transparency in the management of cooperatives, members of several cooperatives, with the exception of the cooperative Ofok, do not receive dividends⁹. These dividends are usually shared between the President and the members of the cooperative's board once the deposits are paid to the industrial company¹⁰ that has a contract with the cooperative, the prepayment agreed upon with the Regional Directorate of Forests and Water.

Cooperatives role is rather being an intermediary between the Administration of Water and Forests, industrials, and collectors, and not really involve all the members of the cooperative in their governance mechanisms. Yet, cooperatives mobilize a significant number of members and of collectors and are recently created. (Table 13).

Table 10 : General data on the surveyed cooperatives in the Orient

Cooperatives	Date of creation	Number of members	Number of collectors	Percentage of women	Industrial partners
AL OFOK	2006	37	300	30%	Taromed Derrij & son L'herbier de l'Atlas
Kadam Al Atlas	2011	84	200	25%	Chamikh
Lamrija	2011	104 including 36 women	500	30 %	Santiss(Casablanca)

Source: Survey, 2015

A male collector can earn up to 25 to 30.000 Dhs /season while a female collector could earn on average 15.000 Dhs. The project's beneficiary households have seen their situation improve in comparison to non-beneficiary households through a better access to goods and an improvement in housing conditions, and nutrition during lean periods. The

⁹ "The increase in sales prices is already advantageous for the collectors" stated some of the Presidents of the co-operatives.

¹⁰ The co-operative deals in advance with an industrial company who consents to prepay up to 300.000 DHS to pay the first installment of the contract with the Water and Forests Directorate (around 60,000 DHS). The rest of the sum is used for purchase of the raw materials from members and non-members. Once the first materials are sold to the industrial company, the pre-paid deposit withhold. This later will be withhold once the first material is sold to the industrial (Survey, 2015).

surveys conducted in the oriental show that the improvement of MAP products' sales prices has allowed a better supply in goods and means of transport (two wheels, tricycles).

However, the sales price to intermediaries is much lower than the export price (Table 14). For the Thyme, the price goes from 5 DH/kg by collector to 23 DH/kg at export, an increase of 360%. This increase goes to 300% for the rosemary and to 85% for the oregano. These figures show that all the added value is drained by the intermediaries and is not reinvested into the local economy. This situation does not compensate the considerable effort of collecting and the carrying performed by the collectors.

Table 11 : Comparison between the average sales and export prices (Dhs/kg)

Price	Rosemary	pyrethrum	Origano	Thyme
Average sale price per collector (based on the F.S.)	2,5		20	5
Average export price*	10	64	37	23

Source: MAP project 2015* comparison. 2012.

The assessment of the costs and benefits for the cooperatives do not allow evaluating the impact of the project since the data is only related to 4 years of activity of the **Ofoq** cooperative; nevertheless, it shows that thanks to the project's initiatives, the activity of this cooperative is increasing both in terms of costs and products. The negative net result at the start of the activity (Figure 2) reflects the investments made by the cooperative. Positive results should be expected throughout the project's economic life span, which can reach up to 15 years. However, the surveys carried out in Talsint show that all of the cooperatives do not have a business plan and suffer from strategic and operational management problems.

Hence, these cooperatives do not have sufficient negotiation powers to face organized intermediaries. It is also the case of the three rosemary's cooperatives in the region of Talsint (Lamrija, Kadam Al Atlas and Ofok) which are all based at the center of Talsint, and produce the same products. The acquisition of a single large transformation unit could help mutualizing the resources of these three cooperatives.

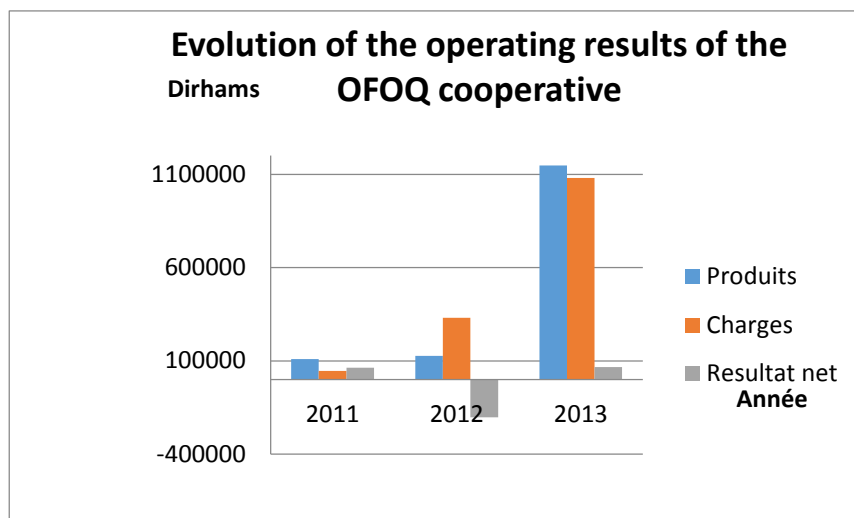


Figure 2 : Evolution of the operating results of the OFOQ cooperative

The profit margins of the cooperatives and of the collectors are hampered by the sale prices of their productions due to problems at the downstream of the different value chains. In these value chains, multiple intermediaries and operators are taking over parts of the added value generated by the expansion of productions and preventing small local producers from fully benefiting from it. The efforts made at the upstream of the MAP's value chain are hampered by some operators located outside of the production areas, the need for new markets, access to inputs and credit, and the high level of transaction costs.

These problems, corroborated during the field visits, have not been fully addressed by the MAP project except for soft actions such capacity building. Training on market explorations, elaboration of business plans and of feasibility studies of MAP's valorization projects are lacking. Most of capacity-building actions (training, workshops, coaching) addressed technical aspects.

The partnership between the main actors in the MAP value chain (HCEFLCD- cooperatives- processing and marketing companies- training institutions), via conventions, has allowed cooperatives overseen by the project to directly sell their products to the export companies, thus doubling in 2015 the sales price compared to the baseline situation at the start of the project. However, these partnerships could have better overcome the abovementioned problems.

It should be however noted that the project's collaborations with the UNDP, the HCEFLCD, as well as the dynamic role played by the PSC have been crucial to mobilize the human and material resources necessary for the implementation of the project. The quality assurance, the follow-up and evaluation, and the UNDP's biannual and annual reviews.¹¹, provided the project with additional useful skills.

The project was also able to initiate partnerships with various national, regional, formal and informal institutions, to mobilize financial, managerial and additional technical resources to achieve its objectives. The project's main partners are the HCEFLCD, UNDP, the ADO, the GIZ, the Credit Agricole of Morocco, the Ministry of Agriculture and fishery,

¹¹ Including the PIR (Project Implementation Reports) and the GEF's COR (combined delivery reports) annual reports.

the Delegated Ministry in charge of the Environment, the National Agency for Medicinal and Aromatic Plants, and MAP NGOS. These collaborations have been implemented through several partnership agreements/conventions.

The costs per hectare for establishing of spatial planning and management plans reached during the project are comparable to those reached by the HCEFLCD. These costs vary from 15 to 20 DHS/ha. Regarding training, the cost-efficiency of the training carried out by the project is good while the average unit cost of these training is less than 100 Dhs/person/day, and is significantly lower than the training costs carried out by the rural development program mainstreamed into the international co-financing (IFAD¹²) in Morocco. In fact, this unit cost is around 460 DHS/person/day for the rural development project in the Eastern Middle Atlas Mountains, the rural development project in the mountainous areas of the province of Errachidia, as well as the estimated average cost of training carried out by the normal training program of the Ministry of Agriculture and fishery.

The monitoring and evaluation system (MES) of the MAP project is divided into three main collecting systems for technical information and socio-economic conditions of the project: (i) the PIR (project implementation rating) system; the Di monitoring; and (iii) the project's system.

The **PIR** is an annual GEF reporting system applied from 2013 to 2015. It evaluates the project's performance, through the progress made from one year to the other in terms of achieving development objectives, the project's implementation by outcome and by activity, an assessment through a rating system of the reached progress – related to the achievement of development objectives – by the project's main protagonists such as the project's coordinator, the UNDP country program officer and the GEF focal point. Similarly, the PIR evaluates these protagonists in terms of progress in the achievement of the project's different activities. The PIR also analyzes the achievement level of the main milestones, the project's major risks¹³, the partnerships and gender and the major elements that have affected the project.

The PIR offers the advantage of assessing the project's progress while assessing the project's management and main partners. Which offer them the opportunity to shift focus in the following period and to improve their performance. Easy to read, the PIR is filled annually by the project coordinator, with the help of the project's stakeholders. This MES is filled starting from June of the previous year until June of the current year, which does not coincide with the Fiscal Year followed by the PMU. This often causes difficulties in assessing certain indicators or information. In addition, the fact that the project's reporting is carried out in English requires a certain amount of time for the PMU to fill (10 to 15 days on average per year)¹⁴, which may create an additional constraint for the coordinators who are not familiar with the PIR. The PIR is integrated into the UNDP's monitoring and evaluation system.

The UNDP's MES is filled on an annual and semiannual base since 2012 to 2016. It is non-regular quarterly report and an annual and semi-annual review that is frequently generated. In 2015, the UNDP has established the "Di Monitoring» system which is an interactive platform which integrates the target-indicators and achievements per outcome. This system is applicable to all UNDP projects. This computer application is filled by the PMU¹⁵ to provide the system with the outcomes by indicator. The information is updated at least once each quarter. The advantage of the system is that it also allows to integrate comments, like the PIR, on the causes of the non-achievement of the predictions made the previous period and the information on how the indicators have been entered. The Di monitoring provides a

¹² International Fund for Development of Agricultural.

¹³ These risks might be strategic or operational.

¹⁴ Interview with a PMU coordinator who speaks fluent English.

¹⁵ Who can access the system via an identification password.

reading grid in different colors (red, green, yellow...) which allows evaluating, in a pedagogic way, the specific assessment, and all the different results of the project. Therefore, the MAP project was considered Green (satisfactory) for several successive years due to its satisfactory performance, as highlighted by the current evaluation. Financially, the UNDP develops CDRs (combined delivery reports) which regularly provide relevant information on a number of indicators related to the disbursement volume by outcome/activity and by funder (government, UNDP, GEF).

The project's MES by the PMU is performed to fill the PIR, UNDP's MES, but also for the physical and financial internal management the project. This monitoring is updated every 2 to 3 months. Each action of the project is overseen by a PMU member, who reports its progress to the project's coordinator. This monitoring is documented by quarterly reports, forwarded to the UNDP, and to some key partners of the project.

The Project Steering Committee (PSC) is a monitoring body, put in place to represent the different partners of the project in order to ensure a proper representativeness and the participation of all stakeholders in the MAP sector. The PSC is responsible for providing advices on the project, ensure the supervision and guide the execution of the project, provide expertise on technical areas and assistance in terms of information flow among the key stakeholders. The PSC meetings' were regularly held (once a year) and most of the institutions concerned by the MAP sector were represented at a high level. The PSC has been decisive in the strategic management of the project and has made the necessary decisions, including the fundraising, the involvement of some institutions, and the substitution of the Fair wild Convention by the Bio one.

In addition, other monitoring tools have been developed by the project and are very useful to the resource's MES. In particular, the Geographic Information System (GIS), which allows a follow-up of the MAP biomass and of the sectors directly or indirectly, related to the management of MAPs.

The project's performance monitoring and evaluation system presents the advantage of having a regular monitoring of outcome indicators and project's ongoing activities alongside the project management autonomy. The monitoring of the both physical and budgetary achievements, were considered satisfactory. The project regularly issued reports on the annual achievements, with a cumulative assessment of the project's progress to achieve its overall objectives, especially with the help of a wide range of monitoring and evaluation instruments that are used (PIR, Di Monitoring, MES, monitoring of internal management of the project by the PMU, the annual monitoring of the project Steering Committee).

Nevertheless, information on the project's impact oriented monitoring is not available. It is particularly related to economic information such as the assessment of income evolution of the value chain's main actors (cooperatives, collectors, and intermediaries), a detailed and quantitative analysis of the sales and valorization aspects of the value chain, an analysis of the MAP's domestic market, as well as techno-economic information on the valorization units.

Even in the absence of a unit dedicated for the M&E, the information on the project's internal management monitoring, especially at physical level is available and is reflected by the very rich production of qualities reports, documents, guides, manuals films, GIS tools, and other rich communication tools which can be used by the project's partners presently and in future. This information will be of a great use for the operators involved in the production, sales, and valorization of MAPs at the national and also international level.

However, the MES suffers from the lack of regular assessments of the project's progress toward its overall objectives, as well as the lack of a mid-term evaluation to better reframe the project. This task has been carried out by the PSC

and the PMU in coordination with the UNDP (MES and quality assurance). Nonetheless the assessment would have been able to provide regular measurements and impact indicators of the project's activities.

3.3. Adaptative management

3.3.1. Difficulties faced by project

These difficulties are of different types. These are mainly relate to for fundraising, certification, managerial aspects of the project, and of the Crédit Agricole of Morocco's Convention.

In terms of **Fundraising**, the financial partners of the project (MAPM, MCE) have not fulfilled their commitments. From the initial budget of US \$ 4.325.000 only US \$ 1.771.110,00 has been raised.

Replacement of the Fair Wild certification by the Bio one: In fact, the FairWild certification is expensive, difficult to implement, and requires the prior existence of management plans, and does not provide an added value. Similarly, the Profund consulting agency, responsible for the implementation of this certification has not respected the deadline set by the Memorandum. Nevertheless, the project had to pay Profound USD 132.403 for the services provided.

Regarding the project's staff, the project saw a staff stability due to their ambitions and to the difficulties to adapt to the decisions taken by the PMU which lead to the transfer of the USCv to Rabat. This staff movement has directly affected the project's performance due to the time required by the new recruits to adapt and understand the project.

The project's Convention with the Credit Agricole of Morocco (CAM) has not been operationalized by the project's partners. In fact, in project's sites, the cooperatives have limited financial resources available to finance investments and cover the costs. Difficulties in terms of access to credits for these cooperatives has been identified as one of the major constraining for self empowerment. Therefore, a partnership agreement was signed between the project and the Credit Agricole of Morocco, in order to facilitate granting credits for the cooperatives. However, the terms of this Convention have not been implemented by the regional and local offices. Accordingly, the cooperatives not only are unable to modernize and equip themselves but also remain dependent on the industrials who continue to provide prepayments for the purchase of raw material. It should be noted that the HCEFLCD has signed, on July 9, 2014, an agreement with the CAM, and which the project could have benefited from.

3.3.2. Amendments of the project

The project's steering committees has made a number of amendments to the project document, and which were necessary with regard to the management of the proven risks as well as to update and prioritize the activities initially planned; in light of the new data, and in accordance with of the project's duration and the available budget. These amendments have not affected the objective and expected outcomes of the project and that have been respected.

- **Search for other partners.** To cope with these financial difficulties resulting from the non-compliance of the Moroccan state institutions, the project solicited the German Cooperation the GIZ to take part in the project.
- **Certification.** The Fair wild Certification has been replaced by the Bio due to its different benefits, notably it is easy to obtain in the forest area, is inexpensive (approximately 1.00 DHS/ha), and presents a better added value when exporting.
- **Project areas:**

○ **The oriental Areas:** Under the project document, the oriental area included two areas (Jerada and Talsint). Due to budgetary restrictions, the project excluded the area of Jerada due to its remoteness from Talsint 350 km, which makes it difficult to oversee the cooperatives. In addition, the Cooperative Benyala recommended by the project document was already a beneficiary of two successive AID projects especially when it comes to capacity building and BIO certification.

○ **Timahdit Area:** During the preliminary studies, it was found that the Pyrethrum is a specie at risk and consequently may not be subject of exploitation. Due to this fact, the project was limited to the elaboration of a study on the conservation and regeneration of this specie.

○ **Chefchaoune area** has been replaced by the area of Larache for several reasons: (i) the study prepared by the agency of the North has clearly shown that the oregano is more abundant in the area of Larache than in Chefchaoune including the oregano elongatum; (ii) in Chefchaoune there are no cooperatives. The creation of a cooperative will take at least a year, which will jeopardize the effectiveness of the project; (iii) other activities offer higher payments in this area including the cannabis cultivation. iv) the adherence of the people to the project was not granted; v) in Larache, there are already two cooperatives, which will facilitate the launch and the population's adherence to the project.

Organization of cooperatives. Spontaneous and cultivated MAPs production cooperatives are not organized. This hamper the development of the sector as cooperatives are not united and do not have a representative from governmental institutions to defend the interests of the profession and become a partner in implementing development projects and promoting the MAP sector at the regional and national level.

To overcome this shortcoming, the project ensured the restructuring of the cooperatives at the regional level by creating the ASCOPAMs and of a Federation through the FENACOPAM at the National level. This organization is considered as a prerequisite for implementing the cross-sector law ruled by the Dahir 1-12-14 of 27 Chaabane 1433 (July 17, 2012).

Canceled activities. Some activities planned in the initial project document were canceled during the project implementation following the Project Steering Committee's recommendations. These are related to the downsizing of the project staff and of the MAPs inter-sectoral Committee.

- i) **Project staff downsizing.** Initially four Service units in charge of the Value Chain have been planned, one unit per project area. These units would be in charge of providing essential services to the value chain in order to enhance the coordination among all the actors. Considering that these units were not assigned on full time basis, it was initially decided to transfer these to Rabat in order to strengthen the project's structure while being available to serve their area of action. The second decision was to reduce the number these units to two in order alleviate the project's finance since two consultants would be enough to cover the four areas.
- ii) **MAPs Inter-sectoral Committee.** Considering stakeholders' diversity in the MAPs sector (HCEFLCD, The MAPM, the Ministry of the Interior), the establishment of an inter-sectoral committee has been foreseen. However, the Project Steering Committee considered that it was too early to set up this Committee

3.3.3. Activities added by the project

Additional actions concern the action plan, the good practice guide, and the cooperatives' umbrella organization.

Action plan. Initially, it was not planned in the initial project document, but considering the project's obtained outcomes and developed approaches on the four studied species, the PSC in conjunction with the HCEFLCD considered that it appropriate to develop an action plan which would strengthen development projects already initiated by the HCEFLCD under the SND /NDS's implementation framework.

Good practices guide. In order to have reference document that addressed in pedagogical way the principles of good practice for collection and post-collection processing and customized to Morocco's conditions and to the exploited species, the MAP project's PSC decided to develop these guidelines, which principles are applicable to all MAPs, and of manuals per specie.

Organization of cooperatives. Spontaneous and cultivated MAPs production cooperatives are not organized. This hamper the development of the sector as cooperatives are not united and do not have a representative from governmental institutions to defend the interests of the profession and become a partner in implementing development projects and promoting the MAP sector at the regional and national level.

To overcome this shortcoming, the project ensured the restructuring of the cooperatives at the regional level by creating the ASCOPAMs and of a federation through the FENACOPAM at the national level. This organization is considered as a pre-requisite for implementing the cross-sector law¹⁶.

3.4. Project impact

The project evaluation does not allow measuring the project's impacts. The available data for the evaluators enabled assessing some of the project impact. These impacts include building the actors capacity, the sustainable resources' management, promotion, and valorization of products from the four studied species, and income.

3.4.1. Capacity building of the MAP sector's stakeholders

In order to mainstream the various players into the MAPs value chain, the project provided a capacity-building program for these actors, particularly for cooperatives and collectors who are the most vulnerable part in the value chain. According to themes that are covered, this capacity building has also benefited some companies, executives and technicians at the HCEFLCD and MAPM. Thus, the project provided 91 training days and workshops on various relevant technical and cross-cutting topics. Also, the project has contributed to the implementation of a mainstreaming and partnership mechanism for the various actors in the MAPs value chain (HCEFLCD – exploitation cooperatives - processing and sales companies). This mechanism led to the signature of a partnership agreement between exploitation cooperatives and selling companies. This agreement enabled the cooperatives that are supervised by the project in 2015 to sell their products directly to the export companies and doubling the sales price compared to the baseline at the project's start. This will have a certain socioeconomic impact on the households involved in these activities.

3.4.2. Impact of the MAPs good collection practices

The project has exceeded targets related to the ownership of the good collection practices in its area of intervention. With 5006 collectors following the good rosemary collection practices, the best outcomes were obtained as far for the rosemary in rural municipalities of Talsint and Boumeriem with a rate of 97%. In addition, 68 entities among the actors in the value chain have benefited from a technical assistance. Additionally, the different activities that were

¹⁶ This law is ruled by the Dahir 1-12-14 of 27 Chaabane 1433 (July 17, 2012).

implemented have significantly improved the basic knowledge necessary for a sound and sustainable management of medicinal and aromatic plants. Furthermore, these activities' implementation, which showed very satisfactory outcomes, provided a methodological approach to follow and extend to other species throughout the forest domain and collective land. In this context, the development and dissemination of guides and manuals on good practices for collection and post-collection treatment as well as the capacity building of all stakeholders in the segments of the value chain have had a significant impact on the exploitation and sustainable development of resources.

3.4.3. Development of the action plan for the conservation, sustainable management and valorization of spontaneous MAPs

The Action Plan for the conservation, sustainable management, and valorization of spontaneous MAPs was developed by capitalizing not only on the MAPs project's outcomes, achievements, and approach but also on the HCEFLCD's experience in terms of resources' planning and on forestry research results. This Plan's activities will support the HCEFLCD's 2015-2024 ten-year Plan, will further strengthen the operationalization of the National Strategy on MAPs and will have a positive impact on the conservation, restoration and sustainable management of MAP natural resources in. In fact, this is the most important component since it affects the whole value chain and ensures the availability and sustainability of the raw materials that will later be used and valued.

This Action Plan will ensure a better organization of the sector and the capacity building of the actors. In addition, the update of the partnership agreements for the MAPs' sustainable exploitation, the guides, the development of exploitation maps for priority species etc. will support the HCEFLCD to organize the exploitation of these natural resources in accordance with sustainable management requirements.

3.4.4. Promotion and valorization of MAPs' products in national and international markets

The Project has built the organizational, managerial, and entrepreneurial capacities of cooperatives necessary to promote and valorize the MAP products in domestic and international markets. Similarly, cooperatives and companies received trained on MAPs' quality improvement principles, valorization, marketing, traceability, and sales. Similarly, 15 MAP products, covering 45.000 ha, have been Bio certified, and presented through a catalog in international events. This had an impact on the reputation of Moroccan PAM products and helped increase the visibility of MAP-Morocco products and position them on international markets with higher added value.

3.4.5. Impact on households revenues

The surveys and studies conducted by the project, supplemented by the field visits indicate that collectors and cooperatives improved their income and that jobs were created (120 days per person for an average of 300 collectors by cooperative). Living conditions have been improved as revealed by the enhanced access to consumer goods, improved housing conditions, and food. Cooperatives with valorization units like the Ofok cooperative are more organized and have a higher bargaining power vis-à-vis intermediaries, manufacturers and brokers compared to cooperatives without valorization units. In addition, they generate locally a higher value add and ensure a better distribution of dividends to the cooperative's members. The project satisfaction rate is high. The respondents were satisfied with regard to the cooperatives' ability to sell their products with lucrative prices.

3.4. Gender aspect

The assessment of this aspect will cover two elements: the type of people who received support from the project and the type of people who worked on the project.

The project has well taken into account the gender dimension in its design as highlighted in the outcomes indicators. Nevertheless, the project lacked experience and of external methodological support to define the procedures and practical tools to effectively implement an appropriate gender approach on the field. Indeed 1704 women, who represent 37% work in the field of medicinal and aromatic plants in the project action areas. It is important to note that among the cooperatives involved in the project, 2 cooperatives out of 7 are mixed and integrate gender into their collection and MAPs post-collection treatment activities. In addition, 2 women are part of the national office of the FENACOPAM. Overall, 37% of the collectors are women with 45% in the Rif, 24% in the Oriental, and 21% in the High Atlas. However, women have not been the beneficiaries of support because the number of women trained in the project is very low. In fact, the training of spontaneous aromatic and medicinal plants collectors in the project action areas was provided to 1449 collectors including 432 women in a large number of douars within the targeted areas. Therefore, women benefited from the training session only represent 30% of the total beneficiaries. The project did not take into consideration women's representation aspects in the pools. Thematic studies have not sufficiently distinguished the responsibilities between women and men in activities to identify training priorities and specific support related to gender.

In addition, the gender imbalance is severe and is in favor of men in particular with regard their participation in trips, fairs, and exhibitions. This is partly explained by a predominance of men and their higher involvement in the management and the decision-making while women's involvement is relatively limited. However, it is worth noticing that while considering the specificities of the rural mountain along with the conservative traditions that weigh on women and on populations under precarious and marginal conditions in general, all of these are considered as vulnerable groups regardless of their age.

Regarding those who worked on the project, no woman has been part of the MAP Project Management Unit. In addition, only two women are among the staff in charge of the MAP Project's monitoring and evaluation. Therefore, the gender aspect, which has not been taking into consideration, is a weakness area of the project.

3.6. Sustainability, replicability of the project outcomes and lessons learned

Sustainability is ensured while maintaining the achievements in terms of capacity building of the beneficiaries, especially with regard to sustainable production and valorization of spontaneous aromatic and medicinal plants. It is also ensured through a sound management of natural resources, biodiversity conservation in the medicinal and aromatic plants the sector, all while taking into account climate change challenges after the project completion. In other words, it concerns the beneficiaries' ownership of the project's achievement with regard to the components related to the organic certification of products covering 4500 ha, the development of economic activities and building local capacity. This ownership can only be maintained through a high level of participation of all the beneficiaries who exploit the different MAP resources in Morocco. Sustainability will be also ensure through the establishment of mechanisms to maintain the outcomes of the actions that have been undertaken by the project on the field, the dynamic created and the organization of cooperatives into ASCOPAM and FENACOPAM, capitalization and exchange of experience (knowledge management) and the established expertise.

Overall, despite some difficulties encountered (non-compliance with the exploitation rotation for rosemary over 3 years), the following observations were made by the evaluators:

- The level of beneficiaries' mobilization and participation in the implementation of the activities and in exploitation activities is clearly appreciated;

- The level of the beneficiaries' ownership of the project's outputs is significant;
- The level of organizational and technical empowerment of most of the cooperatives benefiting from the project is satisfactory;
- Good MAP collection practices and good essential oils production practices are adopted and their ownership claimed;
- Prospects for continuing the activities, even after the end of the project, are tangible in all the project areas since the beneficiaries (at least most of them) are aware of the changes created by the project.

According to these findings, it appears that the project's initiatives are sustainable since they are expected to sustain through the beneficiaries even after the implementation period and supported by technical and financial partners. It is also worth mentioning that other favorable factors could contribute to the sustainability of project's outcomes. Indeed, the continues involvement and individual commitment of all the HCEFLCD's management to the project reflects the interest of the highest authority in the sector for the development of this domain and its firm commitment, which ensures the sustainability of project's achievements. The HCEFLCD's strong will to integrate immediately the MAPs Action Plan into the HCEFLCD's Ten Year Plan for the period 2015 -2024 is a significant contribution of the Project in terms of implementation of the National Strategy for the development of the aromatic plants medicinal sector Morocco. The action plan capitalizes on the MAP project's outcomes as a pilot project to extend the MAP project's experience and methodology to other species and other regions. All these above-mentioned elements, perfectly illustrate the project's sustainability.

The MAP project's sustainability strategy is based on empowering producers in cooperatives producing and valorizing MAPs to take themselves in charge. It divided into two complementary areas: developing and building cooperatives and producer groups' capacity to develop: internal valorization, support and solidarity services; support for the emergence and for strengthening of an umbrella organization of cooperatives, especially while transitioning ASCOPAMs into a federation of regional cooperatives.

Through the capacity building of cooperatives, provided under the project, these latter are expected to have a role model to be wide spread for a sustainable management of natural resources and for a strong linkage with other operators of the different value chains of the main MAPs developed by the project, namely: rosemary, thyme, and oregano. In order to sustain production quality requirements, processing through the valorization units, though small and developed by the cooperatives themselves, or through the different actions conducted in this regard (such as the project's support and of other programs such as that of the USAID, and the INDH, Morocco's green Plan in its pillar II).

Although the project contributed to the development of the bargaining power and the reduced transaction costs for MAP cooperatives, it is important to emphasize that the collection is experiencing a number of challenges that hamper MAPs sustainability. In particular, the irregularity of the supply, which is depending on weather conditions, the fluctuations of annual demand, climate change (desertification, erosion), and the reduction of fallows. The current sales prices to intermediaries allow generating an additional income, through cooperatives, but it appears that these prices do not value enough the considerable effort made by the collectors and of the transport of the raw material from the fields to the premises of the cooperatives and/or to different markets.

Sustainability is hampered by the concentration and the dominance of the value chain by intermediaries, the significant price variation of vegetation between the beginning and the end of season. The lack of traceability along the value

chain of raw materials; the lack of valorization units and the lack of adequate storage facilities; issues related to storage and post-harvesting treatment (drying, threshing); and the lack of information on the market's requirements and demand (quantity, quality, price ...).

The economic sustainability of the project is confirmed through the strong domestic and international demand for MAPs dried leaves as well as processed products. The project relatively contributed to improving the supply through the development and valorization of MAP's sectors to meet the demand. However, this demand will not be fully covered by the project's production offer. In addition, the sustainability is ensured through the financial and economic profitability of the valorization models.

From an institutional perspective, the HCEFLCD's and the UNDP's commitment for developing the MAP sector is an assurance of the sustainability of the MAP project's actions. In fact, sustainability is tangible from an institutional angle through the involvement of the project's partners. However, the sustainability is hampered by the cooperatives' HRM constraints. The sustainability is considered rather satisfactory. However, cooperatives lack visibility with regard to: i) allocating roles among governance, management, coordination, monitoring, technical and financial support and supervision bodies; and ii) non-compliance with internal rules and texts (general meetings and members' involvement in the distribution of dividends). The partnership between funder and other stakeholders remains limited and could be more diversified to ensure more sustainability of the cooperatives.

The different cooperatives do not yet have operational umbrella organizations that could help coordinating cooperatives' actions, seek strategic partnerships, advocate with the competent authorities, and thus could constitute a guarantee for institutional sustainability.

Sustainability at the organizational level is hampered by the (average) qualification of the personnel managing the funds, most of whom are young, do not benefit from a training plan or a long-term management of their careers.

Overall, from an institutional point of view, the project's sustainability is tangible through the involvement of the project's partners. However, sustainability is hampered by the cooperatives' HRM constraints. The creation of cooperatives and associations is guarantee for the project's sustainability. While some cooperatives attained a certain level of maturity in terms of operational and management autonomy, others are less autonomous and are still vulnerable.

3.7. Country and HCEFLCD ownership

The project's evaluation focused on the High Commission, the executing agency of the project, the in order to assess its level of ownership of the project. Indeed, the HCEFLCD's strong involvement in the project implementation and the effective ownership of its outcomes by the central and decentralized services of the department is assessed through:

- The involvement of the central and regional entities in all of the project's activities from the design to the final validation;
- Management and monitoring of the development of the special planning plans and species management plans by the regional services in charge of special zoning and planning studies;
- Validation of all the studies launched by the project by the special planning' Advisory Committee, which includes all the directions of the central level and the Education and Research Institutes (ENFI, IAV and INRA);
- Updating and implementing the partnership agreements for the exploitation of MAPs by introducing the principles of the guide and the manual on collection and post-collection processing good practices;

- The massive participation of the HCEFLCD's managers and technicians to all the events (workshops, training sessions and meetings) organized by the project;
- HCEFLCD's strong will to integrate the MAP's Action Plan into its ten-year plan for the period 2015 -2024.

3.8. South-South Cooperation

The following experiences could be shared with other southern countries with similar socio-institutional and ecological conditions: the project's outcomes in terms of organizing the MAP sector, mobilizing several partners to support and provide additional funding to the project, the development of an action plan for the conservation, sustainable management and valorization of spontaneous MAPs; the certification, the outcomes of the thematic studies, project monitoring by the project's unit (PSC, PMU) and by the UNDP, guides on good practices for a sound exploitation of resources, and the geographical information system (GIS) and the knowledge management system databases.

We can conclude that the project generated the knowledge and the good practices that can be valorized in other parts of Morocco and under the South-South cooperation. However, other activities are not mature enough to be considered as successful to disseminate under the South-South cooperation framework. This is the case for the viability of the cooperatives' umbrella organization.

VI. Conclusions and recommendations

4.1. Exit Strategy

The project exit strategy consists in the sustaining the project's achievements and outcomes through the ownership by the entity that supported its implementation, namely the HCEFLCD. In this regard, the HCEFLCD plans to expand the project outcomes to cover the main MAP species on the entire forest area; and to integrate the conservation, sustainable management, and valorization of Morocco's spontaneous medicinal and aromatic plants' action plan into the 2015-2024 Decennial Plan.

This plan enabled the identification of priority spontaneous MAP species that are exploitable without risk, the identification of exploitable species at risk; mapping of priority species; identifying the valorization potential of priority species. This information is valuable decision-support tools.

The MAP project contributed significantly in strengthening capacities and integrating the various actors into the MAP value chain. In terms of approach, the project developed and implemented an integration mechanism of the various players. This mechanism covers the project's partnering cooperatives and companies, and which showed excellent outcomes since the partnering cooperatives are more aware of their roles, abandoned sales through intermediaries and made direct deals with export companies with prices two times higher than the project's start up baseline situation.

4.2. Recommendations

The currently existing cooperatives or those that will be created need make their activities economically profitable in order to sustain. In this regard, future actions, especially under the HCEFLCD' decennial plan, should support a leadership dynamic to ensure the cooperatives' motivation and support practices or innovative technics with a commercial added-value: (iv) ensure the empowerment of these organizational structures, and (v) support profitable investments, mainly in terms of implementing valorization units.

Setting up an Economic Interest Group (EIG) to coordinate the different economic activities in the area, especially in terms of mainstreaming the beekeeping, rearing, and MAP sectors.

Accompanying regional and national associations of cooperatives (ASCOPAM and FENACOPAM). These associations are currently in the stage of being legally recognized. By the project's completion date, these cooperatives and associations were not yet functional. Therefore, it is recommended that they be accompanied by the HCEFLCD's national and regional structures after the project completion.

The MAP's management plans should take into account the Socio-Territorial units. In fact, the implementation of these plans shows that the rotation is not respected since each lineage exploits its own plot and cannot move to a plot that belongs to another lineage the following year. Thus, there is a pressure on the resource.

The establishment of a cross-governmental institution in charge of the MAPs, whose mandate is to combine efforts and allow consultation between the different institutions (forest estate, communal land and private land), including forest estate's MAPs, the collective rangelands' MAPs and the cultivated MAPs;

The establishment of a control system able to reinforce the management plan's provisions, especially in terms of amounts annually collected and the rotations' respect.

Conduct a deep and detailed analysis of the different species' value chains.

Following this evaluation mission, it is recommended to:

- Capitalize and extend the project's achievements and approach to the main MAP species in the all the forest estate;
- Design a project that will follow on the MAP project, and which will aim implementing the Action Plan for the conservation, sustainable management, and exploitation of spontaneous medicinal and aromatic plants in Morocco.
- Strengthening the weak infrastructures through complementary actions via the new program;
- Taking into consideration in future projects issues such as climate change or the fight against poverty, exclusion, and inequality.

4.3. Conclusions and lessons learned

The MAP project provided significant support to ensure a sustainable production and better valorization of spontaneous medicinal and aromatic plants through a sound management of the natural resource related to species under study, biodiversity conservation and capacity building and integrating the various stakeholders into the sector's value chain.

The evaluation's main conclusions:

Regarding the outputs: The different outputs that have been generated to achieve outcome 1 will contribute to the reinforcement of HCEFLCD's experiences and will lead to a sound and sustainable management of the targeted species stands. In addition, all the conducted activities will have a significant impact on the exploitation and ensuring a sustainable valorization of the resources. Furthermore, we noticed with high satisfaction the ownership of the collection good practices by the local population (collectors), within the project intervention area, which has become conscious with regard to the importance of adopting collection good practices for ensuring the preservation of natural resources and the sustainability of their incomes. In fact, they could be used both as a tool to support the achievement of operational objectives and as a decision support system. The different outputs generated to achieve outcome 3 will

contribute in a very significant way to promote and valorize Morocco's MAP products on international markets. Outputs generated to achieve outcome 4 will contribute to the consolidation and wide spread of the mechanism for integrating the various players into the MAP value chain, namely: Establishing a capacity-building program for stakeholders, establishing partnerships between the HCEFLCD and cooperatives for the exploitation of spontaneous MAPs, establishing partnerships between cooperatives and industrial MAP companies, and establishing partnerships between the MAP export companies and international buyers.

As such, the assessment considers as satisfactory the fact that the collectors and cooperatives were able to improve incomes and created jobs, which have an impact on the living conditions of local actors that have been relatively improved, as depicted by the improved access to consumption goods, housing conditions and food. The interviewees were satisfied regarding the ability of the cooperatives to sell their products at lucrative prices.

Gender: Since its design phase, the project considered the gender dimension. However, when it comes to its implementation, the project suffered from the lack of experience and of an external methodological support for defining procedures and practical tools to appropriately mainstreaming gender in practice. Following the documentary analysis, it shows that among the cooperatives involved in the project, two cooperatives out of 7 are mixed and integrate gender into their MAP collection and post-collection treatment activities, 2 women are part of the National Office of the FENACOPAM and that 37% of collectors are women. However, women have not benefited from support programs as the number of women trained under the project is very low, and not exceeding 30% of the total beneficiaries. In addition, the disparities between men and women is very noticeable and in favor of men, in particular with regard to their participation in travels, fairs and exhibitions.

Sustainability: According to the evaluation's findings, the project's beneficiaries will ensure the sustainability of the project's actions. Cooperatives that received capacity building are expected to have a role model to mainstream a sustainable management of natural resources and a strong linkage with other operators of the various value chains of the main MAPs. Also, HCEFLCD strong determination to mainstream the project's outcomes into its Ten-year Plan for the period 2015-2024 is considered a significant contribution of the project that perfectly illustrates the project's sustainability.

However, sustainability could be hampered by the persisting polarization and the dominance of the value chain by intermediaries. It can be also hampered by the significant price "fluctuation" of the green between the start and the end of the season, the lack of traceability of raw materials along the value chain, inadequate revalorization units and the lack of suitable storage space, problems related to storage and post-harvest treatment (drying, threshing), as well as the lack of information on the market's demand and requirements (quantity, quality, price ...).

Nonetheless, the economic sustainability of the project is confirmed through the strong domestic and international demand both for the MAPs' dried leaves and the processed products. The project relatively contributed to improving the supply through the development and valorization of MAP's sectors to meet the demand. However, this demand will not be fully covered by the project's production offer. In addition, the sustainability is ensured through the financial and economic profitability of the valorization activities' models.

From an institutional perspective, the HCEFLCD's and the UNDP's commitment for developing the MAP sector is an assurance of the sustainability of the MAP project's actions. In fact, sustainability is tangible from an institutional angle through the involvement of the project's partners. However, the sustainability is hampered by the cooperatives' HRM constraints. Sustainability is rather considered as satisfactory.

Ownership of the outcomes: This aspect has been assessed through the involvement of partners in the implementation of the project. This assessment highlights the HEFLCD's ownership of the project and of its achievements through: The involvement of all its structures in all project phases, monitoring and validation by the Spatial Planning Advisory Committee of all the studies launched under the project, the implementation of the MAPs exploitation agreements, and the integration of the Action Plan developed by the project into the Ten-Year Plan 2015- 2024 of the HEFLCD.

4.4. Project success and weaknesses

The project's main successes include the umbrella organization of the profession, the establishment of a partnership between different actors, the integration of the actors into the MAP chain value, the production of educational tools for a better exploitation of the resources, improving people's incomes, building capacities of the actors including collectors, and the contribution to the development of management plans for the four species.

The main weaknesses are related to the low mobilization of funds, the project's incomplete intervention logical framework, the non-operationalization of the agreement with the Crédit Agricole of Morocco, the establishment of a cross-sector structure (HCEFLCD, Ministry of interior, Ministry of agriculture and fisheries), institutional support and good governance of cooperatives.

4.4.1. Successes

Organization of the profession: The MAP project contributed to the diversification of income sources and strengthen managerial and entrepreneurial capacities as well as of collection practices of collectors and of rural populations members of MAP cooperative. Likewise, the project has developed partnership agreements between cooperatives and commercial companies, and the creation of a MAP Cooperative Association and a National Federation.

Impact on MAP products' prices. The organization of the profession, the partnership between the key actors in the MAP value chain (HCEFLCD- cooperatives – processing and selling companies-training institutions) and the certification of products related the species under review have been considered as having a positive impact. These factors when combined with favorable MAP market conditions led to enhanced sales prices of the main MAP species. As such, the average price of rosemary increased by 93%, 83% and 82% respectively for the Ofok, Kadam Al Atlas, and Lamrija cooperatives.

Impact on households' income. Beneficiary households could improve their conditions, when compared to non-beneficiary households, both in terms of a better access to goods and improved housing conditions thanks to the increased income of collectors and members of cooperatives, and due to maintaining or creating employment opportunities.

Capacity building: The project has successfully provided a capacity-building program of these actors, particularly for cooperatives and collectors, which are the most vulnerable elements in the value chain.

Development of guides: The development of guides and manuals on good collection and post-collection treatment practices as well the capacity building of all stakeholders in the different segments of the value chain, had a significant impact on the sustainable exploitation and valorization of resources.

4.4.2. Weaknesses

Financial aspects: while addressing the expectations of the Oriental Agency with regard to financing the acquisition of rosemary valorization units for the cooperative, the project could have conducted a quick study on the technical and financial feasibility of this option, especially that many actions were concentrated in the orient, in relation with the mainstreamed approach of the value chain and the fact that some of the cooperatives in the orient had achieved some dynamism that could have led them to foresee the installation of such units. Another aspect, not the least, is related to the establishment of the contract with Profound, which cost the project around USD 132.403.

Market analysis of MAP products. An analysis of the international market of MAP products was conducted. However, the assessment of MAP product's domestic market and value chain were not originally planned by the project to assess the potentials and constraints of this market and to understand how the added-value is distributed.

Mobilization of means: Some activities in the project document were canceled and for which the project could not mobilize resources to make up for them. This is the case of the partnership with the Ministry of Industry and Commerce, or the creation of the MAP cross-sectoral Committee.

Management of Cooperatives: One of the aspects that the project did not address is the distribution of revenue from the activities. Indeed, surveys conducted in the Orient indicate that the lack of transparency with regard to the cooperatives' management of, member of several cooperatives, with the exception of the Ofok cooperative, do not receive dividends.

Cooperatives role is rather being an intermediary between the Administration of Water and Forests, industrials, and collectors, and not really involve all the members of the cooperative in their governance mechanisms. Yet, cooperatives mobilize a significant number of members and of collectors and are recently created.

V- Annexes

Annexe 1 : Termes de référence de la mission d'évaluation finale du PROJET

TERMES DE RÉFÉRENCES

Evaluation Finale du projet PAM

« Intégration de la Biodiversité dans les chaînes de valeur des Plantes Aromatiques et Médicinales Méditerranéennes au Maroc »

I. Introduction

Conformément aux politiques et procédures de suivi et d'évaluation du PNUD et du FEM, tous les projets de moyenne ou grande envergure soutenus par le PNUD et financés par le FEM doivent faire l'objet d'une évaluation finale à la fin de la mise en œuvre. Ces termes de référence (ToR) énoncent les attentes d'une évaluation finale (FE) du projet d'Intégration de la Biodiversité dans les chaînes de valeur des Plantes Aromatiques et Médicinales Méditerranéennes au Maroc.

Conformément au document du projet, l'évaluation finale sera menée par une équipe indépendante d'évaluateurs – nationaux ou internationaux. Cette évaluation comportera une section sur les **leçons apprises** pour une large diffusion auprès de pays menant des projets similaires en matière d'Intégration de la Biodiversité dans les chaînes de valeur des Plantes Aromatiques et Médicinales. L'évaluation finale se focalisera sur **l'impact** plus large découlant des activités menées dans le cadre de ce projet. Aussi, la **durabilité** des résultats sera revue- y compris la contribution au développement de capacités et l'atteinte des objectifs environnementaux globaux. Enfin, l'évaluation finale devra conclure avec des **recommandations** pour des activités de suivi.

Tableau récapitulatif du projet (à compléter par le consultant)

Titre du projet				
Intégration de la biodiversité dans les chaînes de valeur des Plantes Aromatiques et Médicinales Méditerranéennes au Maroc				
ID de projet du FEM :	PIMS 4050	Financement du projet	(en USD)	
ID de projet du PNUD :	00074082	FEM (don) :		
		PNUD		
		GIZ		
Pays :	Maroc	Gouvernement (espèces)		
		Agence de l'Oriental (espèces)		
		HCEFLCD(En espèce)		
Région :	-			
Domaine focal :	Biodiversité			

Objectifs FA, (OP/SP) :		Cofinancement total :		
Agent d'exécution	Haut Commissariat aux Eaux et Forêts et à la Lutte Contre la Désertification	Coût total du projet :		
Autres partenaires participant au projet :	PNUD, Agence de l'Oriental, GIZ	Signature du DP (Date de début du projet) :	01/06/2012	
		Date de clôture opérationnelle :	31/12/2015	

Projet PAM : Intégration de la Biodiversité dans les chaînes de valeur des Plantes Aromatiques et Médicinales Méditerranéennes au Maroc

Le projet vise à renforcer la capacité des institutions gouvernementales marocaines, des organisations non gouvernementales et des citoyen(ne)s concerné(e)s afin de contribuer à la conservation de la biodiversité et la lutte contre la pauvreté en augmentant la valeur des PAM cueillies en milieu naturel et leur accès aux marchés tout en assurant la durabilité de la production.

En améliorant la coopération et en créant des partenariats parmi les pionniers nationaux et locaux, le projet peut créer un environnement de transformation, un développement approprié des compétences et des progrès technologiques au profit des participants à la chaîne de valeur des PAM.

Le projet vise la mise en place des mécanismes nécessaires, l'appui technique, législatif et institutionnel, afin de mieux intégrer la richesse de la biodiversité des PAM dans la chaîne de valeur de l'ensemble du sous-secteur, tout en tenant compte de la nécessité de créer une attitude de gérance responsable de la part de tous les intervenant(e)s du secteur en vue de préserver les ressources en mettant en œuvre une série de mécanismes pour assurer la viabilité du système.

Structure de gestion du projet

L'unité de gestion du Projet est basée à Rabat et elle est composée de:

- Un **coordonnateur de projet** avec une expérience dans la gestion des ressources naturelles
- Un **chargé des services de la chaîne de valeur**
- Un **chargé des organisations professionnelles**
- Un **assistant financier et administratif**

II. Approche et méthodologie d'évaluation

Une approche et une méthode globales¹⁷ pour la réalisation des évaluations finales de projets soutenus par le PNUD et financés par le FEM se sont développées au fil du temps. L'évaluateur doit articuler les efforts d'évaluation autour des critères de ***pertinence, d'efficacité, d'efficience, de durabilité et d'impact***, comme défini et expliqué dans les directives du PNUD pour la réalisation des évaluations finales des projets soutenus par le PNUD et financés par le FEM. Une

¹⁷ Pour de plus amples informations sur les méthodes, lire le chapitre 7 du [Guide de la planification, du suivi et de l'évaluation axés sur les résultats de développement](#), à la page 163

série de questions couvrant chacun de ces critères ont été rédigées et sont incluses dans ces termes de référence (remplir l'[Annexe B](#)). L'évaluateur doit modifier, remplir et soumettre ce tableau dans le cadre d'un rapport initial d'évaluation et le joindre au rapport final en annexe.

L'évaluation doit fournir des informations **factuelles** qui sont **crédibles, fiables** et **utiles**. L'évaluateur doit adopter une approche participative et consultative garantissant une collaboration étroite avec les homologues du Gouvernement, en particulier avec le Point Focal Opérationnel du FEM, le bureau pays du PNUD au Maroc et le conseiller technique du PNUD-FEM, l'équipe chargée du projet et les principales parties prenantes. L'évaluateur devrait effectuer une mission aux principaux sites d'intervention du programme, et tenir des entretiens qui auront lieu - au minimum - avec :

1. Les membres du comité de pilotage du projet PAM : représentants des départements Ministériels concernées, les représentants des principaux acteurs de la chaîne de valeur des PAMs au Maroc (coopératives, exportateurs, unités de valorisation, instituts de recherches)
2. Les structures du HCEFLCD : Direction nationale du projet, Directions régionales pertinentes...etc.,
3. Le tissu associatif (les ONG locales, coopératives partenaires...etc.).

Les évaluateurs passeront en revue toutes les sources pertinentes d'information, telles que le descriptif de projet, les recommandations des comités de pilotage qui ont notamment modifié et réorienté les activités du Projet, les rapports de projet, notamment le PIR/APR et les autres rapports, les révisions budgétaires du projet, les rapports sur l'état d'avancement, les outils de suivi du domaine focal du FEM, les dossiers du projet, les documents stratégiques et juridiques nationaux et tous les autres documents que les évaluateurs jugeront utiles pour cette évaluation fondée sur les faits. Une liste des documents que l'équipe chargée du projet fournira à l'évaluateur aux fins d'examen est jointe à l'[annexe A](#) des présents termes de référence.

Critères d'évaluation et notations

Une évaluation de la performance du projet, basée sur les attentes énoncées dans le cadre logique/cadre de résultats du projet telles qu'elles ont été détaillées dans le Document du Projet (PRODOC) et modifiées par les décisions des comités de pilotage. Les indicateurs de performance et d'impact dans le cadre de la mise en œuvre du projet ainsi que les moyens de vérification correspondants, seront analysés. L'évaluation portera sur les critères fondamentaux de **pertinence, efficacité, efficience et durabilité**. Aussi, les évaluateurs sont tenus impérativement d'évaluer l'intégration du genre dans le projet, et d'analyser dans une section dédiée les pistes pratiques en matière de coopération sud-sud et les pays susceptibles (notamment en Afrique) de bénéficier de l'expérience Marocaine sur les PAMs.

Des notations doivent être fournies par rapport aux critères de performance suivants. Le tableau rempli doit être joint au résumé d'évaluation. Les échelles de notation obligatoires sont inclus dans l'[annexe C](#).

Notes d'évaluation :			
1 Suivi et évaluation	Notation	2 Agence d'exécution/agence de réalisation	Notation
Conception du suivi et de l'évaluation à l'entrée		Qualité de la mise en œuvre par le PNUD	
Mise en œuvre du plan de suivi et d'évaluation		Qualité de l'exécution : agence d'exécution	

Qualité globale du suivi et de l'évaluation		Qualité globale de la mise en œuvre et de l'exécution	
3 Évaluation des résultats	de l'agence d'exécution/agence de réalisation :	4 Durabilité	de l'agence d'exécution/agence de réalisation :
Pertinence		Ressources financières :	
Efficacité		Sociopolitique :	
Effizienz		Cadre institutionnel et gouvernance :	
Note globale de la réalisation du projet		Environnemental :	
		Probabilité globale de la durabilité :	

Financement/cofinancement du projet

L'évaluation portera sur les principaux aspects financiers du projet, notamment la part de cofinancement prévue et réalisée. Les données sur les coûts et le financement du projet seront nécessaires, y compris les dépenses annuelles. Les écarts entre les dépenses prévues et réelles devront être évalués et expliqués. Les résultats des audits financiers récents disponibles doivent être pris en compte. Les évaluateurs bénéficieront de l'intervention du bureau pays du PNUD et de l'équipe de projet dans leur quête de données financières pour compléter le tableau de cofinancement ci-dessous, qui sera inclus dans le rapport d'évaluation finale.

Cofinancement (type/source)	HCEFLCD (USD)		Agence de l'Oriental (USD)		PNUD (USD)		GIZ		MAPM		MdE		Agence du Sud		Total
	Prévu	Réel	Prévu	Réel	Prévu	Réel	Prévu	Réel	Prévu	Réel	P	R	R	R	
Subventions															
Prêts/concessions															
Soutien en nature															
Autre															
Total															

Intégration

Les projets financés et/ou soutenus par le PNUD sont des éléments clés du programme de pays du PNUD, ainsi que des programmes régionaux et mondiaux. L'évaluation portera sur la mesure dans laquelle le projet a été intégré avec succès dans les priorités du PNUD, y compris l'atténuation de la pauvreté, l'amélioration de la gouvernance, la prévention et la résilience aux catastrophes naturelles ainsi que l'égalité du genre.

Impact

Les évaluateurs apprécieront dans quelle mesure le projet a contribué à :

- La conservation de la biodiversité et la gestion durable des plantes aromatiques et médicinales spontanées ;
- L'intégration des différents acteurs de la filière dans la chaîne de valeurs des plantes aromatiques et médicinales ;
- Le développement et la gestion de connaissances spécifiques aux plantes aromatiques et médicinales du Maroc ;
- L'opérationnalisation de la stratégie nationale pour le développement du secteur des plantes aromatiques et médicinales ;

L'étude d'impact ne devrait point se limiter aux seuls aspects écologiques. Mais plutôt couvrir les aspects sociaux pertinents (tel que les progrès dans l'appropriation du projet par les coopératives et les entités partenaires, l'amélioration de la gouvernance territoriale des ressources en PAM, l'adhésion des populations locales...) voir même économiques et culturels.

Conclusions, recommandations et enseignements

Le rapport d'évaluation doit inclure un chapitre proposant un ensemble de conclusions, de recommandations et d'enseignements tirés du présent projet PAM. **Le rapport ne doit en aucun cas dépasser 40 pages** (sans compter les annexes)

Modalités de mise en œuvre de l'évaluation

La responsabilité principale de la gestion de cette évaluation revient au bureau pays du PNUD au Maroc. Ce dernier contactera les évaluateurs en vue de garantir le versement en temps opportun des indemnités stipulées dans le contrat de l'équipe d'évaluation et d'aiguiller la mission des évaluateurs. L'équipe de projet sera chargée d'assurer la liaison avec l'équipe d'évaluateurs afin d'organiser des entretiens avec les parties prenantes et des visites sur le terrain, ainsi que la coordination avec le Gouvernement, etc.

Calendrier d'évaluation

L'évaluation durera au total 26 jours – discontinus- selon le plan suivant :

Activité	Durée	Date d'achèvement
Préparation	3 jours	04 septembre 2015
Mission d'évaluation	10 jours	18 Septembre 2015
1 ^{er} atelier de restitution	2 jours	08 octobre 2015
Projet de rapport d'évaluation	7 jours	26 Octobre 2015
Rapport final	2 jours	06 novembre 2015
2 ^{ème} atelier de restitution	2 jours	15 Novembre 2015

Produits livrables en vertu de l'évaluation

Les éléments suivants sont attendus de l'équipe d'évaluation :

Produits livrables	Table des matières	Durée	Responsabilités
Rapport initial	L'évaluateur apporte des précisions sur le calendrier et la méthode	Au plus tard deux semaines avant la mission d'évaluation.	L'évaluateur envoie au BP du PNUD

Présentation	Conclusions initiales	Fin de la mission d'évaluation	Envoyé à la direction du projet, bureau pays du PNUD
Projet de rapport final	Rapport complet, (selon le modèle joint) avec les annexes	Dans un délai de trois semaines suivant la mission d'évaluation	Envoyé au bureau pays, examiné par le PNUD-FEM, le service de coordination du programme et le PFO du FEM
Rapport final*	Rapport révisé	Dans un délai d'une semaine suivant la réception des commentaires du PNUD sur le projet	Envoyé au bureau pays aux fins de téléchargement sur le site du CGELE du PNUD.

*Lors de la présentation du rapport final d'évaluation, l'évaluateur est également tenu de fournir une « piste d'audit », expliquant en détail la façon dont les commentaires reçus ont (et n'ont pas) été traités dans ledit rapport.

Composition de l'équipe

L'évaluation sera conduite par 2 *évaluateurs nationaux et/ou internationaux*. Les consultants doivent disposer d'une expérience antérieure dans l'évaluation de projets similaires. Une expérience dans des projets financés par le FEM est un avantage. *Si l'équipe comprend plus d'un évaluateur, un sera désigné comme chef d'équipe*. Les évaluateurs sélectionné(e)s ne doivent pas avoir participé à la préparation ou à la mise en œuvre du projet et ne doivent pas avoir de conflit d'intérêts avec les activités liées au projet.

Les évaluateurs doivent posséder les qualifications suivantes :

- ✓ Diplôme universitaire supérieur (Doctorat, Ingénieur/Maitrise Scientifique) en relation avec les évaluations de projets, les sciences environnementales ou avec les ressources naturelles;
- ✓ Avoir 10 ans au moins d'expérience nationale, régionale ou internationale en matière d'évaluation des projets de développement dans le domaine de l'environnement ;
- ✓ Une expertise reconnue dans le domaine de la valorisation des plantes aromatiques et médicinales ;
- ✓ Bonne connaissance de la gestion axée sur les résultats (en particulier le suivi et l'évaluation de projets de gestion axés sur les résultats);
- ✓ La compréhension des procédures du PNUD, et de la politique de suivi et évaluation du FEM constitue un avantage ;
- ✓ Disposer d'excellentes capacités d'analyse et de synthèse ;
- ✓ Parfaite maîtrise de la langue française et anglaise.

Les évaluateurs accompliront les tâches suivantes: 1) Diriger et gérer la mission d'évaluation; 2) Elaborer une méthodologie d'évaluation détaillée (y compris les méthodes de collecte de données et analyse); 3) Décider de la division du travail au sein de l'équipe d'évaluation; 4) Effectuer une analyse des résultats, des livrables et de la stratégie de partenariat (selon les objectifs de l'évaluation décrite ci-dessus); 5) Restituer les conclusions d'évaluation et les recommandations aux parties prenantes à la fin de la mission ; 6) Rédiger et élaborer le rapport d'évaluation et ; 7) Finaliser le rapport d'évaluation.

Code de déontologie de l'évaluateur

Les consultants en évaluation sont tenus de respecter les normes éthiques les plus élevées et doivent signer un code de conduite (voir Annexe E) à l'acceptation de la mission. Les évaluations du PNUD sont menées en conformité avec les principes énoncés dans les [« Directives éthiques de l'UNEG pour les évaluations »](#)

Modalités de paiement et spécifications

L'échéancier de paiements ci-dessous s'applique à la présente évaluation :

%	Étape
10 %	Suite à la réception et validation du rapport initial
40 %	Suite à la présentation et l'approbation du 1 ^{er} projet de rapport d'évaluation finale
50 %	Suite à la présentation et l'approbation du rapport d'évaluation finale définitif

Processus de candidature

Les candidats sont invités à postuler en ligne via le lien suivant <http://www.ma.undp.org/content/morocco/fr/home/operations/procurement/> au plus tard le **07 Aout 2015**. La candidature doit comprendre un curriculum vitae à jour et complet en Français, ainsi que l'adresse électronique et le numéro de téléphone du candidat. Les candidats présélectionnés seront invités à présenter une offre indiquant le coût total de la mission (y compris les frais quotidiens, les indemnités quotidiennes et les frais de déplacement).

Le PNUD applique un processus de sélection équitable et transparent qui tient compte des compétences et des aptitudes des candidats, ainsi que de leurs propositions financières. Les femmes qualifiées et les membres des minorités sociales sont invités à postuler.

Annexe A : Liste des documents à examiner par les évaluateurs

- ✓ Documents de base du projet
- ✓ Rapports périodiques d'avancement du projet
- ✓ Fiches et notes d'information sur les activités du projet
- ✓ Documents techniques constituant le projet de cadre réglementaire sur la gestion des PAM
- ✓ Rapports des études techniques réalisées dans le cadre du projet PAM
- ✓ Les outils de communication et de sensibilisation élaborés
- ✓ Rapport sur les bilans financiers du projet PAM
- ✓ Les comptes rendus des comités de pilotages, principales réunions et ateliers
- ✓ Les rapports et comptes rendus sur le processus participatif régional,
- ✓ Plan de communication et de renforcement des capacités,
- ✓ Documents sur les modules de formations dispensées,
- ✓ Documents sur le système de suivi et d'évaluation,
- ✓ Les outils de suivi du domaine focal du FEM
- ✓ Les publications et documents produits par le projet
- ✓ Autres documents.

Annexe B : Questions d'évaluation

Critères des questions d'évaluation	Indicateurs	Sources	Méthodologie
Pertinence : Comment le projet se rapporte-t-il aux principaux objectifs du domaine focal du FEM et aux priorités en matière d'environnement et de développement au niveau local, régional et national ?			
•	•	•	•
•	•	•	•
•	•	•	•
Efficacité : Dans quelle mesure les résultats escomptés et les objectifs du projet ont-ils été atteints ?			
•	•	•	•
•	•	•	•
•		•	•
Efficiency : Le projet a-t-il été mis en œuvre de façon efficiente, conformément aux normes et standards nationaux et internationaux ?			
•	•	•	•
•	•	•	•
•	•	•	•
Durabilité : Dans quelle mesure existe-t-il des risques financiers, institutionnels, socio-économiques ou environnementaux au maintien des résultats du projet à long terme ?			
•	•	•	•
•	•	•	•
•	•	•	•
Impact : Existe-t-il des indications à l'effet que le projet a contribué au (ou a permis le) progrès en matière de réduction de la tension sur l'environnement, ou à l'amélioration de l'état écologique ?			

•	•	•	•
•	•	•	•
•	•	•	•
Cohérence : Est ce que le projet est en cohérence avec le Plan Cadre d'Assistance au Développement des Nations Unies au Maroc (UNDAF) et le Plan Stratégique du PNUD ? (Pour répondre à cette question il faut analyser comment les résultats finaux du projet contribuent-ils à l'atteinte des cibles de l'UNDAF)			
•	•	•	•
•	•	•	•
•	•	•	•
Genre : 1) Est-ce que le document du projet inclus une analyse du contexte genre et des besoins en matière de genre - en tant que partie intégrée de l'évaluation globale des besoins ? Est-ce que les données mentionnées dans le document du projet sont désagrégées par sexe – illustrant ainsi les réalités des hommes et des femmes ? 2) Le document du projet identifie-il des objectifs, des résultats et des indicateurs de performances réalisables, claires et sensibles au genre ? est ce que ceci est basé sur les trouvailles des analyse du contexte genre et des besoins en matière de genre ? 3) Les ressources humaines et financières prévues pour la réalisation du projet sont elles appropriées est suffisantes pour l'atteintes d'objectifs spécifiques-et-sensibles au genre ? 4)Y'a-t-il une représentation équitable des femmes et des hommes au sein de l'équipe du projet, profitant pleinement de la vision, du potentiel et des compétences des femmes et des hommes ? Sinon, y 'a-t-il au moins une masse critique du genre sous-représenté (à savoir 30%) ? ou un expert genre ? 5) Les résultats spécifiques-et-sensibles au genre figurent-ils dans les plans d'évaluation de performances et de suivi ? 6) Si une évaluation genre ou une évaluation sociale a eu lieu, quels en étaient les résultats ? Comment ceci a été reflété dans la redéfinition des activités du projet ou l'introduction de nouvelles activités répondant aux recommandations ? 7) Le projet aurait-il contribué à une « Success Story » reflétant le changement introduit dans les vies des femmes et des hommes, si ouilaquelle ?			
•	•	•	•
•	•	•	•
•	•	•	•

Annexe C : Échelles de notations

<i>Notations pour les résultats, l'efficacité, l'efficience, le suivi et l'évaluation et les enquêtes</i>	<i>Notations de durabilité :</i>	<i>Notations de la pertinence</i>
6 Très satisfaisant (HS) : pas de lacunes 5 Satisfaisant (S) : lacunes mineures 4 Modérément satisfaisant (MS) 3 Modérément Insatisfaisant (MU) : des lacunes importantes 2 Insatisfaisant (U) : problèmes majeurs 1 Très insatisfaisant (HU) : de graves problèmes	4 Probables (L) : risques négligeables pour la durabilité 3 Moyennement probable (MP) : risques modérés 2 Moyennement peu probable (MU) : des risques importants 1 Improbable (U) : risques graves	2 Pertinent (P) 1 Pas pertinent (PP) <i>Notations de l'impact :</i> 3 Satisfaisant (S) 2 Minimale (M) 1 Négligeable (N)
<i>Notations supplémentaires le cas échéant :</i> Sans objet (S.O.) Évaluation impossible (E.I.)		

Annexe D : Formulaire d'acceptation du code de conduite du consultant en évaluation

L'évaluateur (les évaluateurs) :

1. Doivent présenter des informations complètes et équitables dans leur évaluation des forces et des faiblesses afin que les décisions ou les mesures prises soient bien fondées ;
2. Doivent divulguer l'ensemble des conclusions d'évaluation, ainsi que les informations sur les limites et les mettre à disposition de tous ceux concernés par l'évaluation et qui sont légalement habilités à recevoir les résultats ;
3. Doivent protéger l'anonymat et la confidentialité à laquelle ont droit les personnes qui leur communiquent des informations, Accorder un délai suffisant, réduire au maximum les pertes de temps et respecter le droit des personnes à la vie privée, Respecter le droit des personnes à fournir des renseignements en toute confidentialité et s'assurer que les informations dites sensibles ne permettent pas de remonter jusqu'à leur source. Les évaluateurs n'ont pas à évaluer les individus et doivent maintenir un équilibre entre l'évaluation des fonctions de gestion et ce principe général.
4. Découvrent parfois des éléments de preuve faisant état d'actes répréhensibles pendant qu'ils mènent des évaluations. Ces cas doivent être signalés de manière confidentielle aux autorités compétentes chargées d'enquêter sur la question. Ils doivent consulter d'autres entités compétentes en matière de supervision lorsqu'il y a le moindre doute à savoir s'il y a lieu de signaler des questions, et comment le faire.
5. Doivent être attentifs aux croyances, aux us et coutumes et faire preuve d'intégrité et d'honnêteté dans leurs relations avec toutes les parties prenantes. Conformément à la Déclaration universelle des droits de l'homme, les évaluateurs doivent être attentifs aux problèmes de discrimination ainsi que de disparité entre les sexes, et s'en préoccuper. Les évaluateurs doivent éviter tout ce qui pourrait offenser la dignité ou le respect de soi-même des personnes avec lesquelles ils entrent en contact durant une évaluation. Sachant qu'une évaluation peut avoir des répercussions négatives sur les intérêts de certaines parties prenantes, les évaluateurs doivent réaliser l'évaluation et en faire connaître l'objet et les résultats d'une façon qui respecte absolument la dignité et le sentiment de respect de soi-même des parties prenantes.
6. Sont responsables de leur performance et de ce qui en découle. Les évaluateurs doivent savoir présenter par écrit ou oralement, de manière claire, précise et honnête, l'évaluation, les limites de celle-ci, les constatations et les recommandations.
7. Doivent respecter des procédures comptables reconnues et faire preuve de prudence dans l'utilisation des ressources de l'évaluation.

Formulaire d'acceptation du consultant en évaluation¹⁸

Engagement à respecter le Code de conduite des évaluateurs du système des Nations Unies

Nom du consultant : _____

¹⁸www.unevaluation.org/unegcodeofconduct

Nom de l'organisation de consultation (le cas échéant) : _____

Je confirme avoir reçu et compris le Code de conduite des évaluateurs des Nations Unies et je m'engage à le respecter.

Signé à lieu le date

Signature : _____

Annexe E : Grandes lignes du rapport d'évaluation¹⁹

Le rapport ne doit en aucun cas dépasser 40 pages (sans compter les annexes)

- i.** Page d'introduction :
 - Titre du projet financé par le FEM et soutenu par le PNUD
 - N° d'identification des projets du PNUD et du FEM
 - Calendrier de l'évaluation et date du rapport d'évaluation
 - Région et pays inclus dans le projet
 - Programme opérationnel/stratégique du FEM
 - Partenaire de mise en œuvre et autres partenaires de projet
 - Membres de l'équipe d'évaluation
 - Remerciements
- ii.** Résumé
 - Tableau de résumé du projet
 - Description du projet (brève)
 - Tableau de notations d'évaluation
 - Résumé des conclusions, des recommandations et des enseignements
- iii.** Acronymes et abréviations
(Voir : Manuel de rédaction du PNUD²⁰)
- 1** Introduction
 - Objectif de l'évaluation
 - Champ d'application et méthodologie
 - Structure du rapport d'évaluation
- 2** Description et contexte de développement du projet
 - Démarrage et durée du projet
 - Problèmes que le projet visait à régler
 - Objectifs immédiats et de développement du projet
 - Indicateurs de base mis en place
 - Principales parties prenantes
 - Résultats escomptés
- 3** Conclusions
(Outre une appréciation descriptive, tous les critères marqués d'un (*) doivent être notés²¹)
- 3.1** Conception/Formulation du projet

¹⁹Le rapport ne doit pas dépasser 40 pages au total (en excluant les annexes).

²⁰ Manuel de style du PNUD, Bureau des communications, Bureau des partenariats, mis à jour en novembre 2008

²¹ Utilisation d'une échelle de notations de six points : 6 Très satisfaisant, 5 : Satisfaisant, 4 : Partiellement satisfaisant, 3 : Partiellement insatisfaisant, 2 : Insatisfaisant et 1 : Très insatisfaisant. Voir la section 3.5 à la page 37 pour plus d'explications sur les notations.

- Analyse ACL/du cadre des résultats (Logique/stratégie du projet ; indicateurs)
- Hypothèses et risques
- Enseignements tirés des autres projets pertinents (par exemple, dans le même domaine focal) incorporés dans la conception du projet
- Participation prévue des parties prenantes
- Approche de réplication
- Avantage comparatif du PNUD
- Les liens entre le projet et d'autres interventions au sein du secteur
- Modalités de gestion
- 3.2** Mise en œuvre du projet
 - Gestion adaptative (modifications apportées à la conception du projet et résultats du projet lors de la mise en œuvre)
 - Accords de partenariat (avec les parties prenantes pertinentes impliquées dans le pays/la région)
 - Commentaires provenant des activités de suivi et d'évaluation utilisés dans le cadre de la gestion adaptative
 - Financement du projet :
 - Suivi et évaluation : conception à l'entrée et mise en œuvre (*)
 - Coordination au niveau de la mise en œuvre et de l'exécution avec PNUD et le partenaire de mise en œuvre (*) et questions opérationnelles
- 3.3** Résultats des projets
 - Résultats globaux (réalisation des objectifs) (*)
 - Pertinence(*)
 - Efficacité et efficience (*)
 - Appropriation par le pays
 - Intégration
 - Durabilité (*)
 - Impact
- 4** Conclusions, recommandations et enseignements
 - Mesures correctives pour la conception, la mise en œuvre, le suivi et l'évaluation du projet
 - Mesures visant à assurer le suivi ou à renforcer les avantages initiaux du projet
 - Propositions relatives aux orientations futures favorisant les principaux objectifs
 - Les meilleures et les pires pratiques lors du traitement des questions concernant la pertinence, la performance et la réussite
- 5** Annexes
 - TR
 - Itinéraire
 - Liste des personnes interrogées
 - Résumé des visites sur le terrain
 - Liste des documents examinés
 - Tableau des questions d'évaluation
 - Questionnaire utilisé et résumé des résultats
 - Formulaire d'acceptation du consultant en évaluation

Annexe 2 : Fiches d'enquête

Fiche enquête Coopératives/collecteurs

(s) : Date : Lieu : N° :

Identification de l'Acteur				
I-1. Nom de Coopérative : I-2. Année de création : I-3. Nombre d'adhérent..... I-4. Région/Province/Douar : I-5. Adresse : I-6. Téléphone:..... I-7. Fax : I-8. SiteWeb : I-9. E-mail I-10. Niveau d'éducation des membres..... I-11. Tranches d'âges des membres I-12. Nombre de femme dans la Coopérative..... I-13. Rôle de la femme dans la Coopérative.....				
Activité au niveau de la filière Romarin				
-1. Maillon d'intervention (Collecte, Transformation, Commercialisation...): / / -2. Produits à base de Romarin: / /				
Produits	Commercialisé brut	Commercialisé transformé	vente en gros	vente en détail
Prod. 1 (P1)				
Prod. 2 (P2)				
Prod. 3 (P3)				

--	--	--	--	--	--

-3. Contribution du Guide et des Manuels des Bonnes pratiques de collecte :

- Le nombre d'adhérents formés sur les bonnes pratiques de collecte
- Les bonnes pratiques de collecte sont adoptéespar combien.....
- Le Cahier de charges pour l'exploitation rationnelle et durable du romarin est respecté.....par combien.....
- Quantité de biomasse sèche obtenue est améliorée.....de combien (%).....
- Les produits sont diversifiés : non..... oui si oui quelles sont ces produits.....
- Qualité des produits séchés a changé : Moyenne..... bonne.....très bonne.....

-4. Contribution du Guide de bonnes pratiques de production des Huiles Essentielles

- Le nombre d'adhérents formés sur les bonnes pratiques de production des HE
- Les bonnes pratiques de production des HE sont adoptéespar combien.....
-
- Quantité des huiles essentielles a augmenté.....
- Qualité des huiles essentielles a changé : Moyenne..... bonne.....très bonne.....

- Les produits sont diversifiés : ouinon.....
- HE analysé.....ouinon.....

-5. L'apport de la certification Bio

- Impact de la certification Bio sur la qualité des produits
Moyenne..... bonne.....très bonne.....
- L'emballage des produits s'est amélioré : moyenbon.....très bon.....
-
- Impact de la certification Bio sur les prix de vente des produits
Moyenne..... bonne.....très bonne.....
- Positionnement des produits après certification sur les marchés nationaux : moyen.....bon.....très bon.....
- Positionnement des produits après certification sur les marchés international : moyen.....bon.....très bon...

-6. Apport de la participation aux foires et salon pour les produits:

- Notoriété amélioréeouinon.....si oui
comment
- Valorisation améliorée
- Promotion améliorée
- Marketing amélioré.....

- Commercialisation améliorée

- Revenus améliorés

-7. Apport l' amélioration de la communication le long de la chaine de valeurs pour le romarin

- Notoriétéouinon.....si oui

comment

- Valorisation.....

- Promotion.....

- Marketing.....

- Commercialisation.....

- Revenus

-8. Autre.....

-

Apport du projet PAM

Avis des bénéficiaires

1. Principaux obstacles rencontrés dans les activités d'élaboration des produits certifiés :

.....

.....

.....

2. Principaux besoins pour améliorer ces activités :

.....

.....

.....

3. Facilités attribuées par le projet

4. Attentes des bénéficiaires satisfaites par le projet : partiellement
totalement.....

5. Apport de la création des ASCOPAM pour l'écoulement des produits... et autres.....

Apport de la création de la FENACOPAM pour l'écoulement des produits... et autres.....

Guide d'entretien (Collecteurs/collectrices)

- Age
- Sexe
- Statut social (profession des parents : agriculteur.....)
- Niveau d'instruction
- Activité principale
- Cette activité est-elle épisodique ou annuelle ?
- Citer les plantes sauvages (PAM) collectées :
- Statut du collecteur
 - particulier
 - Membre de coopérative
 - Autres

1. Depuis quand exercez-vous ce métier ?
2. Comment êtes-vous entré dans ce métier ? (tradition, bouche à oreille, contact par l'acheteur)
3. Sur quelles terres exercez-vous la collecte : Uniquement sur vos terres /___/ Forêt /___/ Sur terres d'autres /___/
4. Quelles sont les activités que vous pratiquez autres que la collecte des PAM
5. Etat des plantes PAM collectées

• Jeune	• Vieille
• Avec racine	• à ras du sol
• Collecte intégrale (Toute les plantes rencontrées)	• Collecte partielle : (Avec conscience ou sans)

6. Calendrier d'activité dans la collecte de la PAM
 - Début de collecte (mois)
 - Fin de collecte (mois)
 - Pic de collecte
 - Quantité collectée/Jour
 - Rémunération/jour
7. Part de cette activité dans le revenu annuel
8. Compétitivité par rapport aux mêmes activités de saison
 - Rémunération
 - savoir faire
 - Pénibilité
 - Autres
9. Quelle est le mode du paiement

MP	Mode de paiement			
	Crédit		comptant	
	Avant vente	Après/ vente	Avant vente	Après/ vente

10. Disponibilité de MP

En régression		En augmentation	
Intra -annuelle	Interannuelle	Intra-annuelle	Interannuelle
Causes selon votre opinion		Causes selon votre opinion	
○ Sécheresse ○ Manque de collecteurs ○ marché			

11. Zone de collecte :

12. Y'a-t-il des conflits avec les propriétaires des terrains de collecte ?

13. Quel est le type de sac ou d'emballage utilisé ?

14. Quelle est la part moyenne de cette activité en nombre de jours de travail ?

15. Les outils utilisés et leur état : faucille, sécateurs, ciseaux

• Faucille	• Sécateur
• Ciseaux	• Autres

16. Qui vous aide à faire la collecte : Main d'œuvre familiale /___/ Salariée /___/

17. Si main d'œuvre salariale : Mode de rémunération : En nature /___/ En espèce /___/ Les deux /___/ Montant :.....

18. Dans le cadre de cette activité, vous arrive-t-il d'engager d'autres frais ? Oui /___/ Non /___/

19. Si oui, de quelles frais s'agit-il et quel montant sur toute la campagne ?
:.....

I. Identification de l'unité de production

1. Nom de l'unité :

2. Type de structure :

☐ Coopérative/Association	☐ Familiale
☐ Société	☐ Particulier

3. Localisation :

☐ Au centre	☐ Périphérie
☐ Unité mobile	☐ Unité fixe

4. Création de l'unité :

Date de création	Démarrage de la production	Démarrage de l'exportation (si applicable)	Nombre d'adhérents

5. Organigramme de l'unité

- | | | |
|--|---|---|
| ☐ Directeur général | ☐ Directeur commercial | ☐ Directeur des approvisionnements |
| ☐ Directeur financier | ☐ Directeur technique | ☐ Autres fonctions (à préciser) |

6. Activités de l'unité et gamme de produits

Activités principales (par ordre d'importance) : -	Activités secondaires
Gamme de produits (par ordre d'importance)	

--	--

7. Quelle est l'effectif du personnel dans l'unité ?

Les permanents	Les saisonniers

8. Nombre d'espèces PAM traitée

9. Quelle est la part de l'activité de chaque espèce PAM dans le chiffre d'affaire global ?

II. Approvisionnement

20. Quelle est la part du chiffre d'affaire consacré à l'achat de la matière première (MP) dans cette activité

21. Approvisionnement en matière première

MP	Zone d'approvisionnement	Quantité (U)	Prix	Moyen de transport	Coût de transport	Coût total d'approvisionnement

22. Calendrier d'approvisionnement

- Début (mois)
- Fin (mois)
- Pic D'approvisionnement

23. Comment obtenez-vous votre matière première

	Transaction contractuelle	Intermédiaires dépendants	Intermédiaires indépendants	Autres
Quantité obtenue				
Depuis quand ?				

24. Quelle est le mode du paiement

MP	Mode de paiement			
	Crédit		comptant	
	Avant-vente	Après vente	Avant vente	Après/ vente

25. Quelle est la durée entre la collecte et la transformation

26. Disponibilité de MP

En régression		En augmentation	
Intra -annuelle	Interannuelle	Intra-annuelle	Interannuelle
Causes selon votre opinion		Causes selon votre opinion :	
○ Sécheresse ○ Manque de collecteurs ○ marché		○ .. ○ .. ○ ..	

27. Quelle sont les critères déterminant votre choix des fournisseurs de la MP

Considération géographique	Quantité de la MP	Qualité de la MP
Prix de la MP	Régularité d'approvisionnement	Service livraison
		Autres

28. Comment négociez-vous la qualité des MP ?

- % d'impureté végétale tolérable
- La présence du sol
- La présence de la partie racinaire
- Le stade exigé
- Autres (à préciser)

29. Comment négociez-vous le prix des MP ?

- Sur la base des tarifs des fournisseurs
- Sur la base des prix de la concurrence
- Sur la base du coût de revient
- Autres (décision de la coopérative/association)...

30. Avez-vous des fiches d'achats ou un cahier de charge concernant la MP désirée ?

Oui

☐ **Non**

31. Quelles sont les contraintes d'approvisionnement de la MP ?

- | | |
|---|--|
| ☐ Disponibilité | ☐ Transport |
| ☐ Qualité | ☐ Informel |
| ☐ Prix | ☐ Liquidité |
| ☐ Irrégularité dans le temps | ☐ Autres |

32. Quelle est votre stratégie pour régler les problèmes d'approvisionnement ?

- | | |
|--------------------------------------|--|
| ☐ Qualité | ☐ régularité dans le temps |
| ☐ Prix | ☐ Les services de livraison |

33. Enregistrez-vous des pertes en MP ? Pourquoi ? Estimation en quantité/prix ?

34. Séparez-vous les lots de la MP selon leur origine ? (Traçabilité)

III. La transformation ou technologie de traitement

- 1. Quelle est la durée moyenne de cette activité (dans l'année) ?**
- 2. Quelle est la part moyenne de cette activité en nombre de jours de travail ?**
- 3. Quelle est le type d'unité d'extraction de l'HE ?**
 - a. Type d'alambic**

☐ Alambic à vapeur	☐ Alambic à feu nu
☐ Alambic en inox	☐ Alambic en aluminium
☐ Alambic en cuivre	☐ Alambic en métal

- b. Coût d'achat
- c. Année d'acquisition
- d. Origine
- e. Nature du combustible

4. Quelle est la destination de la production ?

Destination	Marché local			Exportation		
	Client1	Client2	Client3	Pays1	Pays2	Pays3
Quantité (Kg)						
Valeur (Dh)						

- 5. Y'a-t-il une différence entre le produit destiné au marché local et celui destiné à l'exportation ?
- 6. Quels sont les facteurs qui entravent la commercialisation de vos produits ?
- 7. Quelles sont les actions effectuées pour pallier à ces contraintes ?
- 8. Quel est le rôle du projet PAM dans le développement de votre activité ?
- 9. Existe-t-il d'autres projets ayant contribué au financement de votre activités ?
- 10. si oui, lesquels ? et en quoi ont il contribué ?

1. MAIN D'ŒUVRE

2. Coût de la main d'œuvre pour les différents opérations (à détailler avec les enquêtés)

Item	Nombre de main d'œuvre	Cout unitaire	Provenance de la main d'œuvre	observations
1. ...				
2. ...				
3. ...				
..				

Annexe 3 : Liste des personnes interrogées

Organisme	Nom et Prénom	Fonction
PNUD	Ayshanie Medagangoda-Lab	Représentant résident adjointe
	Yassir Benabdallaoui	Chargé de programme
	Fouad Bergigui	Chargée du suivi du projet
	Jihane Roudias	Chargée de Suivi-Evaluation
UGB	Ali Echafai	Coordonnateur du projet
	Ammelal Hachmi	
	Hassan Hachimi	Membre de l'unité de gestion du Projet, chargé des organisations professionnelles
DNP	Ouchkif Jamal Eddine	Directeur National du Projet
HCEFLCD	Benchekroun Faiçal	Directeur de la DPSIC
	Baba Driss	Chef de division de l'Economie Forestière
	Baariz Moustapha	Directeur Régional du HCEFLCD-MA
	Naggat Moustapha	Chef de Division de l'aménagement des forêts et des parcours
	Isoual Mohamed	Directeur Régional du HCEFLCD-HA
	Amar Rabhi	Directeur Régional du HCEFLCD-Centre
	Hajjaji Abdelaziz	Directeur Régional du HCEFLCD-Rif
	Bennani Bayti Mohamed	Directeur Régional du HCEFLCD-O
Coopérative Ofok	Aboubou Saleh	Président
Coopérative Lamrija	Sidki Mohamed	Président
Coopérative Kadam Al Atlas	Ahadji Hassan	Président
ASCOPAM		Président
FENACOPAM		Président

[Annexe 4 : Résumé des visites sur le terrain](#)

Coopérative AL Ofok

Données sur la coopérative :

- Date de création : 2006
- Date de démarrage de la production : 2008
- Nombres d'adhérents : 37
- Conseil d'administration : 9 membres

Principales activités : Plantes Séchées, produits tamisés, huiles essentielles

Effectifs du personnels : 37 permanents et 300 saisonniers

Charge de la coopérative :

- 1 secrétaire : 1200 dh /mois
- 12 salariés : 2000 dh/mois pendant 9 mois
- 1 gardien : 1500 dh/mois sur 12 mois
- 4 guetteurs d'incendies : 1000 dh /mois pendant 4 mois de l'été
- 14 ouvriers à 70 dh/j pendant 6 mois
- 1 chauffeur : 1500 dh /mois pendant 6 mois

Espèces traitées : Exclusivement le romarin

Calendrier d'approvisionnement : Début Mai -----Fin Novembre

Mode d'approvisionnement : Contrat avec les E et F depuis 2008

Types d'unité de transformation : Alambic à chaudière

Cout d'achat : 40.000 dh. L'unité a été achetée par l'USAID dans le cadre d'un projet sur les PAM. A la fin du projet l'unité a été remise gratuitement à la coopérative.

Année d'acquisition : 2007

Origine : Américaine mais construite à Meknès

Nature du combustible : Butane

Capacités de l'unité : - 750 Kg/j équivalent à 10 litres /j d'huiles essentielles

- Tamisage : 10 tonnes en 36 heures

Prix vente : 7dh /kg /tamisé

Quantité vendues /an :

Société	Types de produits	Quantités (t/an)	Prix (Dhs/kg)	-
Derrij et fils	Tamisé	250	7,5	-
	Plantes séchées	160	6,50	-
Taromed	Plantes séchées	80	6.5	-
L'Herbier de l'Atlas	Tamisé	120	8	-

Les huiles essentielles produites en petites quantités sont destinées aux foires et aux Pharmacies.

Les facteurs qui entravent la commercialisation :

- Absence de locaux de stockage qui répondent aux normes
- Capacités financières

Formations des prix :

- Prix d'achat : 4,5 Dhs/kg
- Transport du lieu de pesage jusqu'au dépôt : 0,5 Dh /kg
- Centre de pesage : 0,2 Dhs/kg
- Prix du Kg arrivé à l'unité : 5,35 Dh /kg
- Vente en vrac au client : 6,50 Dh /kg
- Produit tamisé : 7,5 à 8 dh/kg

Le gain par KG (séchés ou tamisés) : 1 à 1,50 dh/kg.

Fonctionnement des coopératives et rôles des coopératives :

- Elaboration des contrats avec les Eaux et Forêts
- la coopérative traite à l'avance avec un industriel qui lui consent une avance allant jusqu'à 300.000 dh pour payer la première tranche du contrat avec les eaux et forêts (de l'ordre de 60.000 dh.) Le reste de la somme est utilisée pour achat de la matière première chez les adhérents et les non adhérents ;

- Vente de la matière première à l'industriel qui soustrait la somme avancée ;
- le reste de la vente est utilisé pour payer la deuxième tranche du contrat du département des forêts et de distribuer les dividendes notamment aux membres du bureau de la coopérative

Finalement on n'est pas dans l'esprit de coopérative mais plutôt d'intermédiaire entre les collecteurs et les industriels.

Coopératives	Date de création	Nbs d'adhérents	Nb de collecteurs	Pourcentage de femme	Société industriels partenaires
AL OFOK	2006	37	300	30%	Taromed Derrij et Fils L'herbier de l'Atlas
Kadam Al Atlas	2011	84	200	25%	Chamikh
Lamrija	2011	104 dont 36 femmes	500	30 %	Santiss (Casablanca)

Avantages

- Toutes les coopératives sont certifiées bio ce qui a induit une valeur ajoutée sur la vente des produits
- La coopérative permet de négocier le prix qui est passé de 1.5 Dh /kg à 4.5 dh/kg
- Amélioration de revenu de la population. Un collecteur peut gagner jusqu'à 25 à 30.000 dh /saison. Une collectrice en moyenne 15.000 dh
- Exode rural fortement diminué

Inconvénients

- Aucun n'investissement n'est réalisé par les coopératives ;
- Les adhérents des coopératives sauf pour OFOK ne reçoivent pas de dividende (les présidents des coopératives considèrent que l'augmentation des prix de vente est déjà salubre pour les collecteurs).
- Manque de Transparence dans la gestion des coopératives
- Absence de comptabilité (sauf pour OFOK)
- Paiement des collecteurs se fait en espèce (pas de traçabilité)

Données sur les collecteurs

- une coopérative peut mobiliser jusqu'à 500 collecteurs par saison

- la proportion des femmes collectrices est de 1/3 dont l'âge varie de 20 ans à 50 ans
- la collecte est une affaire familiale. Tout le monde se mobilise homme et femme durant la saison pour récolter et vendre le maximum
- le nombre d'heure /jour est en moyenne de 6 heures
- le nombre de journée travailler par saison est en moyenne de 120 jours pour les femmes et de 150 jours pour les hommes

Impact sur la ressource

La valorisation de la ressource en absence d'un encadrement adéquat du département de tutelle risque d'augmenter la pression sur la ressource. Certes les collecteurs ont acquis les bonnes pratiques pour le fauchage mais cela n'est pas suffisant pour conserver la ressource. En effet, le plan de gestion prévoit :

- la rotation sur les parcelles pour une période de trois ans. Cette mesure n'est pas appliquée du fait que le plan de gestion n'a pas pris en considération les lignages. De ce fait chaque usager se trouve dans l'obligation de parcourir la même parcelle chaque année ;
- Les contrats et le plan de gestion prévoit la quantité annuelle à prélever. Force est de constater qu'aucun système rigoureux de contrôle n'est instauré pour faire respecter ce quota.
- la médiatisation démesurée dont fait l'objet les produits tirés des PAM risque d'avoir un effet néfaste sur la ressource (augmentation de la demande induira une augmentation des prélèvements et par conséquent la dégradation de la ressource).

Annexe 5 : Liste des documents et des références consultées

Titre	Auteur
Rapport de formation sur les bonnes pratiques de production des huiles essentielles	• Pr.Ismaili Alaoui My Mustapha- Consultant
• Amélioration des techniques de valorisation et commercialisation des PAM en arabe (support de formation)	Pr.Rahmani Mohamed-Consultant
• Rapport de formation sur l'mélioration des techniques de valorisation et de commercialisation des PAM	Pr.Rahmani Mohamed-Consultant
• Rapport de la formation sur le renforcement des capacités des OP	• Mr.Nouridine Bensghir et Mr.Chakib Elothmani- Consultants
Stratégie de développement des exportations des PAM du Maroc	• Projet PAM
• Plan d'action pour la promotion des exportations du romarin, du thym et de l'origan	• Projet PAM
• Evaluation des risques pour le romarin, thym, origan et pyrethre	• Dr.Uwe Shippmann(Medicinal Plants Specialistb Group)
Evaluation des prestations de ProFound pour 2013	• Projet PAM
• Rapport de la visite de la foire Biofach 2014	• Projet PAM
Rapport de la participation a la foire Biofach 2015	• Projet PAM
• Rapport de la participation a la foire SIAM 2015	• Projet PAM
• Rapport de la formation sur les bonnes pratiques de collecte des PAM	• Projet PAM
• Rapport sur les analyses chimiques des espèces cible du Projet	• ANPAM

Annexe 6 : Clauses techniques de la convention d'exploitation

CHAPITRE 3 : CLAUSES TECHNIQUES

Article 16 : Consistance de l'objet du marché

La consistance globale des activités objet du présent marché comprend

1) La récolte des espèces de plantes aromatiques et médicinales cédées à l'intérieur des parcelles en exploitation pour la campagne considérée, selon les modalités et dans les conditions fixées par le présent marché ; La quantité de biomasse verte moyenne annuelle présumée est detonnes pour toute la durée du contrat, soit une biomasse verte moyenne annuelle à exploiter de l'ordre de tonnes (préciser la biomasse pour chacune des espèces du contrat).

La mise en œuvre du programme de travaux de conservation et de mise en valeur, mis à la charge de l'attributaire (cessionnaire) et à ses frais, en application de l'article 49 et 50 du cahier des charges générales pour la vente des produits forestiers dans les forêts domaniales ou soumises au régime forestier, qui comprend (1) :

La coupe de rajeunissement des espèces de plantes aromatiques et médicinales arbustives et buissonnantes (préciser la ou les espèces à rajeunir) , à l'intérieur des limites de l'article / du lot attribué ;

L'élagage des espèces forestières (citer les espèces).....

La taille des espèces arborées à préciser (formation, fructification, assainissement)

La production de plantes, la préparation des boutures et la plantation de l'espèce ou des espèces, selon les techniques prescrites par la Direction Régionales des Eaux et Forêts et de la Lutte contre la Désertification de..... (si applicable)

La mise en œuvre des travaux d'entretien de piste forestière (préciser le nombre de Km).

L'estimation du montant du programme des travaux mis à la charge du cessionnaire du présent marché est porté en annexe du présent marché. Ledit programme des travaux fait partie intégrante du marché.

Article n° 17 : Rotation de la collecte et de la mise au repos des parcelles

Le cessionnaire doit veiller au strict respect du cycle de rotation de l'exploitation et de la mise en repos des parcelles tel qu'il est prescrit par le cahier affiche de l'article / du lot objet

(1) : Seules les actions portées sur le programme mis à la charge du cessionnaire sont à citer

du présent marché. La même zone ne peut être exploitée qu'une année sur pour permettre à l'espèce ou aux espèces de plantes aromatique et médicinale cédées et collectées de se régénérer. Le cycle de rotation de la récolte et de la mise en repos défini par le cahier affiche est impératif et il ne peut être modifié qu'en cas de force majeure constatée et reconnue par l'autorité compétente du Haut Commissariat aux Eaux et Forêts et à la Lutte contre la Désertification. Les cas de force majeure peuvent comprendre, l'incendie de forêts, l'insalubrité, les intempéries et les sécheresses exceptionnelles, les conflits d'usages des écosystèmes forestiers.

Article 18 : Permis d'exploiter

Le permis d'exploiter ne peut être délivré par le chef du Centre de Conservation et de Développement des Ressources Forestière (CCDRF) ou par le Directeur Provincial des Eaux et Forêts et à la Lutte Contre la Désertification (DPEFLCD), au cessionnaire du présent marché, que si toutes les conditions de l'article 33 du cahier des charges générales sont

intégralement satisfaites, tous les paiements échus sont effectués. Le permis d'exploiter n'autorise pas l'enlèvement des produits cédés. Le cessionnaire ne peut en aucun cas lancer la récolte sans avoir obtenu le permis d'exploiter.

Article 19 : Période et modalités de la récolte des plantes aromatiques et médicinales

A l'intérieur des limites des parcelles cédées et en exploitation exclusivement au titre de la campagne en cours, la récolte des parties des plantes aromatique et médicinales n'est autorisée que pendant la période allant duau..... de chaque campagne. Aucune prorogation de délais pour la collecte des plantes aromatiques et médicinales ne sera accordée au cessionnaire.

Le cessionnaire qui a obtenu le permis d'exploiter doit prévenir le chef du Centre de Conservation et de développement des Ressources Forestières de.....du jour où il compte commencer la récolte. L'installation du chantier et le lancement de la récolte doivent se faire impérativement en présence du chef du secteur forestier de

La récolte doit être effectuée de proche en proche, de manière continue et conformément aux dispositions du cahier des charges générales, notamment celles des articles 35 à 43.

Elle ne doit concerner que la ou les partie(s) végétales des plantes aromatiques et médicinales cédées et précisées dans le cahier affiche du lot. Toutes les autres espèces et toutes leurs parties végétales sont considérées des réserves à respecter par le cessionnaire. Les espèces réservées ne peuvent être ni blessées, ni mutilées, ni élaguées pour faciliter l'accès aux espèces aromatiques et médicinales cédées. L'état des lieux du parterre de l'article cédé ne doit être ni perturbé, ni modifié par la circulation des véhicules et des attelage utilisés par le cessionnaire.

Le cessionnaire doit veiller particulièrement à ce que ses collecteurs :

- 1) Connaissent parfaitement les espèces et les parties végétales cédées et autorisées à la collecte ;
- 2) Disposent des équipements et du matériel approprié pour la collecte des parties végétales cédées et selon le mode prescrit dans le cahier affiche , dans le guide des bonnes pratiques de collecte des plantes aromatiques et médicinales et le manuel de collecte des plantes aromatiques concernées, le cas échéant. Un exemplaire de chaque document disponible peut être notifié au cessionnaire par le chef du centre de conservation et de développement des ressources forestières de.....

A défaut de ces documents, les collecteurs doivent observer et se conformer strictement aux démonstrations et aux instructions du Centre de Conservation et de développement des Ressources Forestières de.....

- 3) Séparent les différentes espèces récoltées et utilisent des enveloppes et des conteneurs séparés pour chacune des espèces et ce tout le long de la chaine depuis la récolte jusqu'au conditionnement et au commerce.

- 4) Même à l'intérieur de la ou des parcelles où le droit d'exploitation des plantes aromatiques et médicinales autorisée pour la campagne en cours, le cessionnaire doit veiller

à ce que ses collecteurs évitent impérativement la récolte dans les zones à risques où l'espèce peut être polluée ou contenir des substances toxiques. Les zones où la récolte est proscrite comprennent, à titre indicatif, les sites où des quantités importantes de pesticides ou d'autres contaminants sont utilisées, à proximité des zones polluées et à risque (usines, radioactivité...), le long des routes, le long des fossés de drainage, à proximité des dépôts de déchets et/ou d'ordures, le long des bordures des cours d'eau où les déchets d'animaux risquent d'entraîner une contamination microbienne ;

5) La récolte des parties de plante cédées soit effectuée, de préférence et dans la mesure du possible, dans les conditions spécifiques suivantes :

En pleine floraison si la partie collectée est destinée à la distillation pour produire l'huile essentielle ou autres composés ;

Par temps clément et calme, ni chaud, ni venté, ni pluvieux et quand le sol est drainé et sec,

En pleine floraison si la partie récoltée est destinée à la production de feuilles séchées ;

En début floraison si la partie de la plante collectée est destinée à la distillation (Huile Essentielle ou autres composés) ;

En fin de cycle végétatif (automne) et quand les feuilles sont fanées quand la partie récoltée porte sur la racine, les bulbes ou les tubercules ;

Article n° 20 : Mode et taux de récolte des plantes aromatiques :

A l'intérieur des limites de la zone en exploitation de chaque campagne, la récolte des plantes aromatiques et médicinales doit observer les mesures de préservation et de régénération des plantes aromatiques cédées dans le cadre du présent marché. Le cessionnaire est tenu de veiller à l'application des prescriptions relatives au mode et au taux de récolte

La cession ne porte que sur 80 % des individus de la même espèce, uniformément répartis sur l'ensemble de la zone en exploitation. Les 20 % des individus sont réservés pour assurer la régénération et le développement des espèces. Les réserves doivent être choisis, dans la mesure du possible, parmi les individus les mieux conformés, les plus sains et les plus vigoureux ;

Sur le même individu (touffe, buisson, arbustes, arbre), la récolte des feuilles ne porte que sur 30% de la masse foliaire. Le taux de la masse foliaire réservée est nécessaire pour assurer le maintien de la capacité de photosynthèse nécessaire à la survie, l'entretien et au développement de la plante ;

La cession et donc la récolte des fleurs de plantes aromatiques et médicinales ne doit porter que sur 20 % des plantes de l'espèce concernée. Sur chaque individu (plantes) en fleurs, le taux de prélèvement ne doit pas dépasser 30 % de ses fleurs. Les individus et les fleurs réservées procureront la fructification nécessaire à la régénération et au développement des plantes concernées.

La cession ne porte que sur 20 % des racines ou des bulbes dont la récolte porte sur l'appareil racinaire. Le reste est réservé pour assurer la propagation et le développement de la population de l'espèce ;

La cession présente ne porte que sur 80 % des fruits du même individu (plante). Le reste est réservé pour assurer la régénération de l'espèce.

La récolte des fruits : 20 % des fruits doivent rester sur la plante ou sur l'arbre pour assurer la régénération ;

Cas de la collecte des graines : 30% des plantes ne doivent pas être collectées pour assurer la régénération.

Article n°21 : Matériel de récolte

Tout le matériel utilisé pour la récolte des plantes aromatiques et médicinales doit être propres, sain de toutes contamination et de pollution, bien aiguisé et approprié à l'organe (partie végétale), soit :

- 1) Pour la récolte de la partie aérienne (appareil végétatif) des plantes aromatiques et médicinales : une faucille ou un grand sécateur très bien aiguisé et tranchant. Les collecteurs doivent être en permanence dotés de pierre d'aiguisage propre et saine. Tous les autres outils sont proscrits ;
- 2) Pour la récolte des fleurs et des fruits : la récolte doit être effectuée à la main, en prenant les précautions nécessaires pour prévenir les blessures, sans recours à d'autres instruments ;
- 3) Pour la récolte des racines : la récolte doit être exécutée à l'aide d'une pioche en bon état, propre et saine de toute contamination ou pollution, en veillant à séparer la partie aérienne (feuilles et tiges) des racines et à mettre immédiatement les racines dans des sacs propres et sains de toutes contaminations (produits biologique, produits chimiques, engrais).

A la constatation de l'inobservation des prescriptions susvisées, le personnel des Eaux et Forêts et de la Lutte contre la Désertification chargé du contrôle doit ordonner l'arrêt du chantier et ordonner au cessionnaire de former ses collecteurs.

Article n° 22 : Installations, centres de pesage et de dépôt

Le cessionnaire est tenu de faire agréer, au préalable, l'emplacement des centres de pesage, des dépôts provisoires et des sites des installations de distillation, par les services compétents de la Direction Régionale des Eaux et Forêts et de la Lutte Contre la Désertification de..... Ces emplacements doivent être évalués et sélectionnés en fonction des risques de tous ordres, notamment ceux d'incendies de forêts, d'additions de produits issus de zones non cédée ou en repos, d'atteintes à la qualité de l'environnement et des paysages, à la salubrité et la sécurité des populations etc....

La Direction Régionale Eaux et Forêts de la Lutte contre la Désertification de..... peut imposer au cessionnaire le nombre et l'emplacement des centres de pesage et des aires de séchage pour assurer la répartition rationnelle et uniforme de la collecte, l'accès

égalitaire des collecteurs à l'emploi et aux ressources, faciliter la surveillance et le contrôle des collectes.

Les emplacements des installations doivent être tenir compte, notamment, des précautions nécessaires à l'emploi du feu et observer les mesures préventives contre les incendies de forêts prévues par le dahir du 20 hija 1335 (10 Octobre 1917) sur la conservation et l'exploitation des forêts tel qu'il a été complété et modifié, l'arrêté viziriel du 27 kaada 1336 (4 Septembre 1918) relatif aux mesures à prendre en vue de prévenir les incendies des forêts.

Le parterre de l'article (lot) de récolte, comprenant les installations et les lieux de dépôt, ne peut être considéré comme le chantier ou le magasin du cessionnaire. Les produits récoltés qui s'y trouvent déposés peuvent retenus en cas de liquidation judiciaire ou de non paiement aux échéances fixées, au frais et sous la responsabilité du cessionnaire.

Le cessionnaire doit de tenir et mettre à jour au fur et mesure un registre paraphé par le Directeur Provinciale des Eaux et Forêts et de la Lutte Contre la DésertificationLedit registre doit porter, au fur et à mesure, la nature exacte et les quantités de produits récoltées, vidangée, leur mouvement et les références des permis de colportage qui prouve leur origine. Ce registre doit être présenté, automatiquement et à tout moment, au personnel des Eaux et Forêts et à la Lutte Contre la Désertification chargé de la gestion de l'exploitation de l'article.

Article 23 : Permis d'enlever

Le permis d'enlever n'est délivré par le chef du Centre de Conservation et de Développement des Ressources Forestières de..... ou par le Directeur Provincial des Eaux et Forêts et à la Lutte Contre la Désertification de....., que sur présentation des notifications de recettes constatant le paiement de la valeur des produits à enlever, ainsi que le montant de la rémunération des services rendus par le service de la valorisation des produits forestiers.

Article n° 24: Vidange et transport des produits de la récolte des produits

L'enlèvement et le transport des produits issus de la récolte des plantes aromatiques et médicinales cédées (feuilles sèches, tiges, fleurs, fruits, bulbes et racines) doivent être effectués conformément aux dispositions du dahir du 20 hija 1335 (10 Octobre 1917) sur la conservation et l'exploitation des forêts tel qu'il a été complété et modifié, de celles de l'arrêté viziriel du 27 kaadade 1336 (4 Septembre 1918) réglementant les conditions de l'exploitation, du colportage, de la vente et de l'exportation du liège, écorce à tan, charbon, bois, cendre de bois, produits résineux, de celles du décret n° 2-10-342 du 11 avril 2011, approuvant le cahier des charges générales pour la vente des coupes de produits forestiers dans les forêts domaniales ou soumises au régime forestier, sauf celles qui seraient contraires aux prescription du présent marché. Le cessionnaire est tenu de veiller particulièrement à la stricte observation des dispositions suivantes :

L'enlèvement des produits issus de la récolte cédée ne peut être effectué sans être accompagnés d'un permis de colportage dument établi et délivré par le chef du secteur des

Eaux et Forêts de.....,selon le modèle réglementaire en vigueur. Ledit permis ne peut être délivré que pour les produits et à hauteur des quantités pour lesquels le chef du secteur aura reçu le permis d'enlever obtenu auprès du Chef du Centre de Conservation et de Développement des Ressources Forestières de.....

La vidange des produits issus de la récolte ne peut être effectuée que par les chemins existants ou par ceux qui sont précisés par les clauses particulières du cahier affiche de la vente. Si le cessionnaire désire ouvrir de nouvelles voies de vidange à ses frais, il

ne peut le faire qu'après avoir reçu l'autorisation du Directeur Régional I des Eaux et Forêts et de la Lutte Contre la Désertification deet suivant le tracé agréé ou imposé par ce dernier ;

La circulation des camions sur les chemins forestiers existants dans le domaine forestier pourrait être interdite par mauvais temps, sans que le cessionnaire puisse contester ou réclamer des compensations.

En outre, le chef du secteur des Eaux et Forêts concerné ne peut délivrer le permis de colportage qu'au vu d'un bon de sortie délivré par la personne habilitée par le cessionnaire ;

L'enlèvement, le transport des produits forestiers sans permis de colportage seront toujours traités comme des délits forestiers, verbalisés et sanctionnés conformément à la législation forestière en vigueur. Ils peuvent entraîner la résiliation de la cession et l'exclusion de la participation aux cessions des produits forestiers.

Les certificats d'origine nécessaires pour l'exportation des produits ne seront délivrés que sur présentation et restitution des permis de colportage correspondants.

Article n° 25 : Conditions d'emploi des collecteurs et du personnel de chantier

Le cessionnaire est tenu d'assurer, aux collecteurs, toutes les conditions d'hygiène et de sécurité prescrites par la législation et la réglementation en vigueur. Il doit veiller notamment à l'application des mesures suivantes :

Tous les droits du personnel et des collecteurs intervenant dans les opérations de collecte et de transformations doivent être respectés ;

Le personnel employé dans la récolte doit être doté d'équipements de protection du corps (gants, lunettes de protection, masques à poussière).

Le contact doit être assuré en permanence avec les infrastructures sanitaires de la zone pour un secourisme rapide et efficace en cas d'accident, et une boîte de pharmacie doit être en permanence disponible sur le chantier pour les premiers soins ;

Toute la matière végétale récoltée doit être et demeurer conformes aux règles d'hygiène et aux standards alimentaires et sanitaires nationaux et internationaux ;

Les personnes contractant une maladie contagieuse ou une plaie ouverte ne doivent participer à aucune opération de collecte, transport, transformation ou emballage. Par

conséquent la présentation d'un certificat médicale prouvant que le collecteur est indemne de toute maladie contagieuse est nécessaire ;

Les personnes intervenant dans la collecte, la manutention, le transport, le conditionnement et la transformation des plantes aromatiques et médicinales doivent toujours se laver et s'essuyer les mains avant d'être en contact avec la matières végétale. Les plantes aromatiques et médicinales à récolter ou récoltés ne doivent jamais avoir été en contact avec des polluants organiques ou chimiques (sécrétions humaines et animales, déchets organiques, pesticides, pétrole et autres produits chimiques) ;

Les personnes manipulant ou ayant des contacts avec les plantes aromatiques et médicinales, depuis la récolte jusqu'au commerce, doivent observer strictement les règles d'hygiène et de propreté appliquées aux denrées alimentaires.

Article n° 26 : Programme d'Action à la charge du cessionnaire

Conformément aux termes de l'article 49 du cahier des charges générales pour la vente des coupes de produits forestiers dans les forêts domaniales ou soumises au régime forestier, le cessionnaire est tenu d'exécuter à sa charge et sur ses frais le programme des travaux mis à sa charge par le présent marché. Ledit programme triennal de travaux, établi conformément aux prescriptions du plan d'aménagement et de gestion de la forêt concernée, est porté en annexe du présent marché. La première tranche triennale du programme de travaux à la charge du cessionnaire est portée en annexe du présent marché et elle en fait partie intégrante. Les programmes des deux tranches triennales suivantes seront impérativement annexés aux avenants de reconduction y afférents. Les modalités, les techniques, l'échéancier et les périodes de réalisation des actions sont préalablement définis par la Direction Régionale des Eaux et Forêts et à la Lutte contre la Désertification de.....Les travaux de chaque campagne seront exécutés conformément aux prescriptions du programme et des fiches techniques de chacune des opérations et aux époques arrêtées. Faute, par le cessionnaire, d'exécuter les travaux mis à sa charge, dans les conditions dans les délais précisés par le programme annexé, la Direction Régionale des Eaux et Forêts et de la Lutte Contre la Désertification ordonnera la suspension de toutes les activités de récolte sur l'article objet du présent marché et procédera à la résiliation du marché, conformément aux procédures prescrites par le Cahier des Charges Générales pour la vente des produits forestiers dans les forêts domaniales ou soumises au régime forestier. La décision de résiliation pourra prévoir d'y pourvoir par les services du Haut Commissariat aux Eaux et Forêts et à la Lutte Contre la Désertification, aux frais du cessionnaire.

Article n° 27 : suivi, contrôles des activités de récolte et de transformation des PAM, et de la mise en œuvre du programme des travaux

Le personnel des services du Haut Commissariat aux Eaux et Forêts et à la Lutte contre la Désertification a le droit, à tout moment, de visiter, de suivre, de vérifier, et de contrôler les activités de récolte, de transport et de transformation sur le parterre de la zone de récolte et dans les sites de dépôt et de transformation des produits issues de la collecte, et ce conformément aux dispositions, aux conditions et aux procédures prévues par la législation et la réglementation en vigueur. Le cessionnaire ne peut leur y refuser l'accès ou le différer

sous aucun prétexte. Ils peuvent y procéder à toutes les vérifications et contrôles prévues par la législation forestière en vigueur ou par les clauses de la présente cession, y compris la confrontation des données des relevés de permis de colportage à celles du registre tenu et mis à jour sur les dépôts ou sur les sites de transformation des plantes aromatiques et médicinales.

Article 28 : Responsabilités vis-à-vis de la législation et de la réglementation forestières en vigueur

Outre les clauses du présent marché et de ses annexes, le cessionnaire est tenu de respecter les dispositions en vigueur portées en référence, notamment celles du dahir du 20 hijja 1335 (10 octobre 1917) sur la conservation et l'exploitation des forêts tel qu'il a été modifié et complété et celles du cahier des charges générales pour la vente des produits forestiers dans les forêts domaniales ou soumises au régime forestier. Le cessionnaire ne pourra en aucun invoquer leur méconnaissance pour se dérober de ses responsabilités. Le cessionnaire est pénalement responsable de tous les délits forestiers commis dans les parcelles objet de la présente cession et civilement responsable des délits commis en forêt par toutes les personnes employées à titre quelconque à la récolte des plantes aromatiques et médicinales de la zone qui lui est cédée.

Tous les délits et toutes les infractions à la législation forestière, tous les manquements ou malfaçons constatés dans la mise en œuvre des prestations du présent marché ou dans la réalisation du programme des travaux à la charge du cessionnaire sont constatés, verbalisés et sanctionnés conformément aux dispositions de la législation en vigueur. Ils peuvent donner lieu à la résiliation du marché de cession et à l'application des mesures coercitives prévues par la législation et la réglementation forestières en vigueur.

Article 29: Récolement de l'article objet de la présente cession

Le récolement du parterre des parcelles de récolte des plantes aromatiques et médicinales est effectué dans les conditions et les formes prévues par la législation et la réglementation forestières en vigueur, notamment celles prescrites dans l'article 51 du cahier des charges générales pour la vente des coupes de produits forestiers dans les forêts domaniales ou soumises au régime forestier.

Il est procédé au récolement des parcelles en exploitation au cours de la campagne de récolte des plantes aromatiques, au plus tard, dans les six mois suivant le jour de l'expiration des délais de vidange. Si le cessionnaire a achevé la récolte et la réalisation du programme de travaux à sa charge avant l'expiration du délai de vidange et en a introduit une demande, le récolement interviendra, au plus tard, dans les six mois suivant la date du dépôt de sa demande. Le cessionnaire est tenu, sous peine de sanction prévues par la législation en vigueur, d'exécuter toutes les obligations contractuelles, de remédier à tous les manquements et de satisfaire toutes les injonctions et les remarques qui lui auraient été notifiés, et ce avant la date du récolement. A défaut, par le cessionnaire, d'exécuter les obligations à sa charge, le marché pourra être résilié sans que le cessionnaire puisse élever aucune contestation ni réclamer une quelconque indemnité ou compensation.

Article n° 30 : évaluation triennale de la cession

A la fin de chaque période de trois ans, une commission d'évaluation désignée par le Directeur Régional des Eaux et Forêts de l'oriental procédera à la vérification et à l'évaluation de la mise en œuvre des engagements du cessionnaire durant la période triennale écoulée. L'évaluation, de préférence contradictoire, doit porter notamment sur :

L'état d'exécution de toutes les clauses du présent marché, notamment celles relatives aux modalités et aux techniques de récolte, de transport et de transformation des plantes aromatiques et médicinales et de leurs effets sur la régénération et le développement des espèces concernées ;

L'état quantitatif et qualitatif des travaux effectivement réalisés dans le cadre des programmes annuels à la charge du cessionnaire ;

Les progrès dans la maîtrise et l'application des bonnes pratiques de collecte et de transformation des plantes aromatiques et médicinales.

Les infractions et les délits commis par le cessionnaire, par ses collecteurs et par les personnes employées dans les activités de récolte, de manutention, de transport, de dépôt et de transformations de plantes aromatiques et médicinales ;

Les perturbations et les modifications de l'état des lieux et de l'environnement.

Les effets et les impacts induits (positifs et négatifs) par la mise en œuvre du présent marché sur les plans écologiques, économiques et sociaux.

Pour ce faire, la commission pourra passer en revue tous les échanges de courriers, tous les procès verbaux des visites et des contrôles effectués sur toutes les parcelles cédées dans le cadre du présent marché, dans les sites de dépôts et de transformation des produits cédés.

Au terme de l'évaluation triennale, la commission proposera et argumentera rigoureusement les alternatives possibles suivantes :

- 1) La résiliation pure et simple du présent marché et les propositions de mesures coercitives prévues par la législation en vigueur ;
- 2) Le renouvellement de la cession pour une période triennale, assorti des conditions d'amélioration et de progrès, et des propositions de programme de travaux au titre de la de la période triennale suivantes, à prévoir à la charge du cessionnaire.

Article 31 : Renseignements et informations à fournir aux services des Eaux et forêts et à la Lutte Contre La Désertification

Pendant toute la durée du présent marché, le cessionnaire s'engage à fournir, aux services du Haut Commissariat aux Eaux et Forêts et à la Lutte contre la Désertification, les informations et les renseignements liés à la conservation, à la valorisation, à la promotion et au commerce des plantes aromatiques médicinales et des produits qui en sont issus, qu'ils pourraient lui demander. Ces informations serviront exclusivement aux besoins statistiques, économiques, sociaux et environnementaux de la gestion des écosystèmes forestiers.

Article 32 : Evacuation et remise en état des lieux :

A la date limite du récollement des parcelles objet d'exploitation des plantes aromatiques et médicinales au titre de la campagne annuelle considérée, le cessionnaire a obligation de remettre en état les lieux sur tout le parterre de la zone d'exploitation. En outre, il est tenu de :

- 1) Enlever toutes les installations provisoires édifiées en domaine forestier de l'Etat et dans les terrains soumis au régime forestiers ;
- 2) Réparer à ses frais, conformément aux instructions du personnel forestier compétent, les dégradations occasionnées aux chemins et aux infrastructures forestières par son activité ;
- 3) Nettoyer et niveler les emplacements des chantiers, des centres de pesages et des sites de transformation des produits de la récolte.
- 4) Satisfaire ses engagements vis-à-vis des droits des tiers et des populations locales liés à la récolte, à la transformation des produits et à la mise en œuvre du programme des travaux à sa charge.

Article 35 : Sanctions et résiliation

Toute infraction à la législation forestière portée en référence est punie conformément aux dispositions du dahir du 20 hijja 1335 (10 octobre 1917) sur la conservation et l'exploitation des coupes dans les forêts de l'Etat tel qu'il a été modifié et complété.

Les infractions aux clauses de la présente cession ou à celle du cahier des charges générales sont sanctionnées ainsi qu'elles le prévoient, ou à défaut conformément au dahir susvisés.

En outre, en application de l'article 15 bis du même dahir, la résiliation de la présente cession peut être prononcée en cas d'inexécution de l'une quelconque des obligations imposées par les clauses du présent marché au cessionnaire.

La résiliation est prononcée d'office par l'autorité chargée des Eaux et Forêts et de la Lutte Contre la Désertification à l'occasion de délits d'outre passe, de coupes de réserves, d'additions de produits provenant de l'extérieur des limites de la zone en exploitation au cours de la campagne considérée, d'enlèvement de produits avant paiement, d'inexécution ou d'exécution défectueuse du programme de travaux à la charge du cessionnaire. Elle peut s'accompagner, pour cette catégorie de délits d'une mesure d'exclusion, temporaire ou définitive, du cessionnaire, selon l'importance des préjudices occasionnés, de la participation aux adjudications, aux appels d'offres et du bénéfice des cessions directes par marché négocié. La décision d'exclusion doit être motivée sur la base de la résiliation de la cession.

Selon le cas, la résiliation peut s'accompagner de la confiscation de la caution, au profit de l'Etat ou du bénéficiaire du prix principal, du cautionnement définitif. Les produits récoltés ou non restant sur la zone d'exploitation deviennent propriété de l'Etat.

Les sommes dues, régulièrement encaissées restent acquises à l'Etat ou au bénéficiaire du prix principal de la cession. Les sommes correspondant à la valeur des produits récoltés, non

encore payées doivent faire l'objet de recouvrement et mention en est faite sur la décision de résiliation.

La résiliation est prononcée et apurée selon les procédures et dans formes prescrites par l'article 56 du cahier des charges générales pour la vente des coupes de produits forestiers dans les forêts domaniales ou soumises au régime forestier.

Article 36 : Litiges

Les litiges découlant de l'exécution du de la présente session sont de la compétence exclusive des tribunaux du Royaume du Maroc.

Fait à, le

Annexe 7: Tableau des indicateurs de base mis en place dans le projet

Indicateurs	Prévu	Sources de vérification	Risques et hypothèses
R1. La capacité d'appliquer des plans de gestion durables et des techniques de récolte respectueuses de l'environnement est renforcée			
Plans de gestion respectueux de la biodiversité élaborés et appliqués au niveau de chaque coopérative partenaire du projet.	7	HCEFLCD et le Ministère de l'Intérieur	Risque : Délai entre l'accord sur les plans d'action et leur opérationnalisation. Réunissant les GIEs sur la base de l'agrégation de multiples niveaux d'acteurs de la chaîne de valeur introduit un nouveau processus de collaboration verticale et pourrait être compromis si l'agrégateur n'est pas capable de rassembler tous les acteurs. Hypothèses : L'Agence de Développement Sociale est capable de fournir le soutien nécessaire tout au long du processus de création du GIE. Risque : le processus de certification ne sera pas perçu par la chaîne de valeur comme donnant des orientations sur la manière d'accéder à de nouveaux débouchés à l'exportation. Hypothèse : L'application des normes de certification de l'ISSC-MAP portera sur les droits d'utilisation des ressources et les plans de gestion des terres. Risque : Résistance à l'adoption de pratiques ou mesures prévues par l'assistance technique si elles sont perçues comme limitant la récolte ; l'horizon temporel de l'impact risque d'être trop éloigné par rapport aux besoins économiques des populations bénéficiaires. bénéficiant de l'assistance technique du projet Hypothèse : Mesurer le nombre d'entités et leur large représentation est un préposé d'une prise de conscience "intégrée" de la conservation de la biodiversité. Risque : le processus de certification ne sera pas perçu par la chaîne de valeur comme donnant des orientations sur la manière d'accéder à de nouveaux débouchés à l'exportation.
Certification Bio.	56737 hectares	Enquête terrain HCEFLCD	
Nombre de collecteurs pratiquant les bonnes pratiques de collecte	1290	Fiches de collecte des données	
Superficies d'exploitation des espèces certifiées où les techniques de récolte certifiées et durables sont appliquées.	50%0	La cueillette sur le terrain, fiches de	

		collecte de données, analyse des données	Hypothèse : L'application des normes de certification de l'ISSC-MAP portera sur les droits d'utilisation des ressources et les plans de gestion des terres.
R2. La Stratégie Nationale pour le développement du secteur des PAM est opérationnelle			
Nombre de permis de collecte de PAM accordés.	6	Enquête de terrain HCEFLCD	Risque : Les complications de chevauchement des mandats réglementaires décourageront les cueilleurs à demander des permis de collecte. Les permis risquent d'être accordés sans l'assurance d'une preuve et engagement que le requérant mettra en œuvre l'intendance de la biodiversité. Hypothèse : Les intermédiaires et les transformateurs aideront les collecteurs par le biais d'orientations et des incitations afin d'appliquer les meilleures pratiques de conservation de la biodiversité.
Superficies dans la zone d'intervention du projet où les bonnes pratiques de collecte sont appliquées	50%	HCEFLCD	
Cadre Réglementaire Sur la rationalisation de l'exploitation et la normalisation du traitement, établi	1	HCEFLCD	
Nombre de coopératives et d'entreprises formé sur les standards, normes et pratiques de collecte et de valorisation des PAM.	17	Enquêtes et de collecte de données	
Certification Bio	56737 hectares	Enquête de terrain HCEFLCD	
R3. La communication le long de la chaîne de valeur est renforcée pour une meilleure valorisation des produits PAM-Maroc			
Nombre de visiteurs du site web PAM	1500		

Nombre d'exemplaires du bulletin d'information et autres documents du projet distribués	8 revues	Distributeurs de bulletins d'information	10 bulletins mensuels + 6 communiqués de presse, 2 articles, 2 brochures éducatives ; b) distribution aux 800 acteurs du secteur PAM, 200 individus dans les institutions liées aux PAM, 250 participants stagiaires ; c) 5 hits /jour x30 jours pour les 5 derniers mois de l'an 1. Après cela, sur 12 mois ; Années 2 et 3: augmentation de 25 à 30% dans chaque catégorie;
Nombre de journées de formation et d'ateliers réalisés au profit des entités bénéficiaires du projet	95j		Risque : Résistance à l'adoption de pratiques ou mesures prévues par l'assistance technique si elles sont perçues comme limitant la récolte ; l'horizon temporel de l'impact risque d'être trop éloigné par rapport aux besoins économiques des populations bénéficiaires. bénéficiant de l'assistance technique du projet Hypothèse : Mesurer le nombre d'entités et leur large représentation est un préposé d'une prise de conscience "intégrée" de la conservation de la biodiversité.
Nombre de partenariats Public/Public, Public/Privé	15	Bénéficiaires ; fiches de données	Risque : Méfiance de longue date entre l'acheteur et le fournisseur et peu d'incitations pour encourager les cueilleurs à appliquer des pratiques de récolte durables vont ralentir le processus de conclusion des contrats. Hypothèse : Soutenant le sous-secteur des PAM pour fournir l'assurance de qualité et de durabilité sur le marché, tout en raccourcissant la chaîne de valeur, présentera de plus grands avantages aux communautés locales.
Base de données des opérateurs de la chaîne de valeurs PAM actualisée	1	Bulletins d'information	
R4. Les différents acteurs de la filière sont intégrés dans la chaîne de valeur des plantes aromatiques et médicinales			
Nombre de coopératives adoptant les principes de la conservation de la biodiversité et s'impliquant dans le suivi de l'évolution du marché.	6	Enquête terrain Fiches de collecte de données	Risque : Les agriculteurs et les coopératives peuvent ne pas considérer les opportunités du marché comme incitation à la gestion des ressources de manière durable. Le changement climatique qui amplifie la dégradation des sols aura un impact négatif sur les agriculteurs et les coopératives de cueillette en milieu naturel vu que les coûts des systèmes de protection des sols sur les terres concessionnelles sont au-delà de leur portée.

			Hypothèses : Dans le cadre du respect des normes internationales, les agriculteurs et les coopératives, et autres dans la chaîne de valeur, constateront les gains vu que chacun est responsable de la fiabilité et qualité des produits
Nombre de coopératives impliquant les femmes dans la cueillette, la valorisation et le commerce des PAM.	6	Enquête terrain ADS	
Nombre d'ha des concessions par les coopératives démontrant la quantité de biodiversité d'importance mondiale sous gestion effective des ressources naturelles.	56737 ha	Enquêtes, HCEFLCD	Risque : Le terme gestion "efficace" des ressources naturelles pourrait ne pas être compris de façon égale par les coopératives Hypothèse : La communication et la formation intensifiée des coopératives et des acteurs en amont et aval de la chaîne de valeur dans la gestion des ressources naturelles auront un impact significatif. Une sensibilisation accrue conduira à la modification des pratiques et à un changement de comportement.
Plan d'action élaboré par l'analyse participative de la chaîne de valeur et celle des GIEs qui seront opérationnels à travers l'agrégation ou processus similaire.	1	HCEFLCD	Risque : Délai entre l'accord sur les plans d'action et leur opérationnalisation. Réunissant les GIEs sur la base de l'agrégation de multiples niveaux d'acteurs de la chaîne de valeur introduit un nouveau processus de collaboration verticale et pourrait être compromis si l'agrégateur n'est pas capable de rassembler tous les acteurs. Hypothèses : L'Agence de Développement Sociale est capable de fournir le soutien nécessaire tout au long du processus de création du GIE.
Nombre d'entités bénéficiant de l'assistance technique du projet	15	Enquêtes et collecte de données/ HCEFLCD	-
Nombre de produits PAM ciblés par le projet identifiés et caractérisés avec une fiche technique détaillée	4	Enquêtes, HCEFLCD	-
Nombre d'associations régionales de coopératives PAM (ASCOPAM) créées	5	Enquêtes, HCEFLCD	-
Nombre de FENACOPAM	1	Enquêtes, HCEFLCD	-

R5 : Gestion adaptative du projet par l'intégration des leçons tirées dans les approches du projet			
Nombre de personnes de l'UGP formées	4	UGP	-
Degré d'intégration des leçons tirées dans les approches du projet.	-	UGP	-
Revues mi- annuelles et annuelles réalisées	8	UGP, PNUD, HCEFLCD	-
Disponibilité d'un SSE du projet actualisé trimestriellement	Oui/non	Enquêtes, HCEFLCD, PNUD	-
Nombre de réunions du Comité de Pilotage réalisées et recommandations suivies	4	PV, UGP	-
Rapport d'évaluation finale du projet réalisée	1	UGP, PNUD, HCEFLCD	-

Annexe 8 : liste des coopératives PAM ayant bénéficié des activités du projet

Liste des coopératives PAM ayant bénéficié des activités du projet

Coopératives. / Groupements	DREFLCD	DPEFLCD	CCDRF	Province	Communes Rurales	PAM exploitées
Dayet Aoua pour l'environnement et le développement	Moyen atlas - Meknès	Ifrane	Azrou	Ifrane	Ben Smim	Lichen
Dayet Aoua pour l'environnement et le développement	Moyen atlas - Meknès	Ifrane	Azrou	Ifrane	Dayet Aoua	Lichen
Aned des plantes aromatiques et médicinales	Moyen atlas - Meknès	Midelt	Azrou	Errachidia	Zaouiat Sidi Hamza	Romarin
Ait Kharou des plantes aromatiques et médicinales	Moyen atlas - Meknès	Midelt	0	Errachidia	Zaouiat Sidi Hamza	Romarin
Bourdim des plantes aromatiques et médicinales	Moyen atlas - Meknès	Midelt	0	Midelt	N'zala	Romarin
Moulay Ali Ben Amar	Moyen atlas - Meknès	Midelt	Rich	Midelt	N'Zala	Romarin et alfa

Abousslim El Ayachi	Moyen atlas - Meknès	Midelt	Rich	Midelt	Zaouiat Sidi Hamza	Romarin
Taghaghat	Moyen atlas - Meknès	Midelt	Itzer	Midelt	Tanourdi	lichens
Plamides des plantes aromatiques et médicinales	Moyen atlas - Meknès	Midelt	0	Midelt	Gourrama	Romarin
Mesrouh des plantes aromatiques et médicinales	Moyen atlas - Meknès	Midelt	0	Midelt	Guir	Romarin
Assalah	Fes -Boulemane (fes)	Boulemane	Outat Elhaj	Boulemane	El Orjane	Romarin
Errouyana	Fes -Boulemane (fes)	Boulemane	Outat Elhaj	Boulemane	El Orjane	Romarin
Idourar	Fes -Boulemane (fes)	Boulemane	Boulemane	Boulemane	Skoura M'Daz	Romarin
ElHassania	Fes -Boulemane (fes)	Boulemane	Outat El Haj	Boulemane	Ouled Ali Youssef	Romarin
Chellal	Fes -Boulemane (fes)	Boulemane	Boulemane	Boulemane	Skoura M'Daz	Romarin

Aachab	Fes -Boulemane (fes)	Boulemane	Missour	Boulemane	Fritissa	Romarin
Beni Yaala Zkara	Oriental- Oujeda	Jerada (Arr)	0	Jerada	El Aouinet	Romarin
Alisslah	Oriental- Oujeda	Taurirt	Elaouiun	Taurirt	Tancherfi	Romarin
Majd Al maraa	Oriental- Oujeda	Jerada (Arr)		Jerada	Labkhata	Romarin
Al amal	Oriental- Oujeda	Taurirt	Elaioune	Taurirt	Tancherfi	Romarin
Kadam Atlas Al Kabir Acharki	Oriental- Oujeda	Figuig	Talsint	Figuig	Talssinte	Romarin
Lamrija Foukania	Oriental- Oujeda	Figuig	Talsint	Figuig	Boumeriem	Romarin
Al Oufok de Talssint	Oriental- Oujeda	Figuig	0	Figuig	Talssint	Romarin
Aït Atta	Tadla-Azilal(Béni Mellal)	Beni Mellal	Beni Mellal	Beni Mellal	Foum Ouddi	Caroubier

Oubaalal	Tadla-Azilal (Béni Mellal)	Beni Mellal	El Ksiba	Beni Mellal	Naour	Caroubier
Aderbou	Tadla-Azilal(Béni Mellal)	beni Mellal	El ksiba	Beni mellal	Tanogha	Caroubier

Annexe 9: Quelques photos prises lors des missions de terrain



Annexe 10: Tracking Tools



Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 2:

Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors

Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.

Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area.

Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy.

Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.

Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

I. General Data	Please indicate your answer here	Notes
Project Title	Mainstreaming biodiversity into value chain for mediterranean medicinal and aromatic plants in Morocco	

GEF Project ID	3919	
Agency Project ID	PIMS 4050	
Implementing Agency	UNDP	
Project Type	MSP	FSP or MSP (accordingly, no midterm TT was prepared)
Country	Morocco	
Region	MENA	
Date of submission of the tracking tool	mardi 12 janvier 2016	Month DD, YYYY (e.g., May 12, 2010)
Name of reviewers completing tracking tool and completion date	Ali Chafai Alaoui & Fouad Bergigui 31 Dec 2015	
Planned project duration	3	years
Actual project duration	4	years
Lead Project Executing Agency (ies)	HCEFLCD - Haut Commissariat aux Eaux et Forêts et à la Lutte Contre la Désertification	
Date of Council/CEO Approval	samedi 14 août 2010	
GEF Grant (US\$)	950 000	
Cofinancing expected (US\$)	3 375 000	
Please identify production sectors and/or ecosystem services directly targeted by project:		
Agriculture		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Fisheries		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Forestry		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project

Tourism		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Mining		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Oil		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Transportation		1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Other: Medicinal and Aromatic Plants	1	

II. Project Landscape/Seascape Coverage

1. What is the extent (in hectares) of the landscape or seascape where the project will directly or indirectly contribute to biodiversity conservation or sustainable use of its components? An example is provided in the table below.

Foreseen at project start (to be completed at CEO approval or endorsement)		
Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	120 000	
Landscape/seascape area indirectly ^[3] covered by the project (ha)	350 000	1

Explanation for indirect coverage numbers:	The project will be working in selected sites and with selected communities on introducing sustainable harvesting techniques and practices for wildcrafted medicinal plants. These will be directly targeted by the project and represent all together an area of 120,000 ha. However, the project's interventions in terms of strengthening the value chain, introducing standards and certification, and supporting the government of Morocco check these at export will likely have a spill over effect on other MAP collection areas both surrounding the target sites and in other collection areas that have not been retained by the project.	Please indicate reasons
Actual at mid-term		
Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	n/a	
Landscape/seascape area indirectly ^[3] covered by the project (ha)	n/a	
Explanation for indirect coverage numbers:	n/a	Please indicate reasons
Actual at project closure		

Landscape/seascape ^[1] area <u>directly</u> ^[2] covered by the project (ha)	147 000	Direct targets: The initial targeted areas were re-defined taking into considerations where functioning cooperatives already existed. It's not an easy task to create new cooperatives in Morocco, which could take up to 12 months - which a 3 years project cannot afford. As a consequence, working with existing cooperatives proved to be more efficient results-wise and bigger areas were covered by project interventions. For example in the Oriental region, 3 cooperatives covered all together 45,000 ha.
Landscape/seascape area indirectly ^[3] covered by the project (ha)	000 000	9
Explanation for indirect coverage numbers:	Indirect targets: Medicinal and Aromatic Plants are spread throughout the forest area and will benefit from project results in terms of conservation and sustainable exploitation. The MAP project drafted a guide for "good harvesting practices" and the National Action Plan for Conservation and Sustainable Management of Wild MAP applicable to all spontaneous species within Morocco's forested areas (9 million ha). The project also created a National Union made out of the 68 cooperatives working on wild/spontaneous MAP in Morocco.	Please indicate reasons

[1] For projects working in seascapes (large marine ecosystems, fisheries etc.) please provide coverage figures and include explanatory text as necessary if reporting in hectares is not applicable or feasible.

[2] Direct coverage refers to the area that is targeted by the project's site intervention. For example, a project may be mainstreaming biodiversity into floodplain management in a pilot area of 1,000 hectares that is part of a much larger floodplain of 10,000 hectares.

[3] Using the example in footnote 2 above, the same project may, for example, “indirectly” cover or influence the remaining 9,000 hectares of the floodplain through promoting learning exchanges and training at the project site as part of an awareness raising and capacity building strategy for the rest of the floodplain. Please explain the basis for extrapolation of indirect coverage when completing this part of the table.

2. Are there Protected Areas within the landscape/seascape covered by the project? If so, names these PAs, their IUCN or national PA category, and their extent in hectares :		
Name of Protected Areas	IUCN and/or national category of PA	Extent in hectares of PA
1 Talassemtane National Park	Natural Park	64 821
2 Al Houceima National Park	National Park	43 382
3 Ifrane	National Park/ Terrestrial Park - IUCN category V	54 000
4 Toubkal	National Park IUCN category V	38 000

3. Within the landscape/seascape covered by the project, is the project implementing payment for environmental service schemes? NO If so, please complete the table below. Example is provided.		
<i>e.g. Foreseen at Project Start</i>	<i>e.g. Water provision</i>	<i>Please Indicate Environmental Service</i>
	<i>e.g. 40,000 hectares</i>	<i>Extent in hectares</i>
	<i>e.g. \$ 10 per hectare per year</i>	<i>Payments generated (US\$)/ha/yr if known at time of CEO endorsement</i>
Foreseen at project start (to be completed at CEO approval or endorsement)	Water provision	Please Indicate Environmental Service
	40000	Extent in hectares
	\$10/ha/yr	Payments generated (US\$)/ha/yr
Actual at mid-term	n/a	Please Indicate Environmental Service
	n/a	Extent in hectares

	n/a	Payments generated (US\$)/ha/yr
	Water provision	Please Indicate Environmental Service
	0	Extent in hectares
Actual at project closure	Creating a PES scheme for water provision services was a very ambitious target that couldn't be met during the project timeframe. The project did contribute however to lay the necessary foundations to sustain ecosystem services in PAM areas. Now, for the PES scheme to be implemented it will take sound scientific research to identify/value services and buyers' willingness to pay for the functioning of the scheme, this could be done through a separate project.	Payments generated (US\$)/ha/yr

Part III. Management Practices Applied

4. Within the scope and objectives of the project, please identify in the table below the management practices employed by project beneficiaries that integrate biodiversity considerations and the area of coverage of these management practices. Please also note if a certification system is being applied and identify the certification system being used. Note: this could range from farmers applying organic agricultural practices, forest management agencies managing forests per Forest Stewardship Council (FSC) guidelines or other forest certification schemes, artisanal fisherfolk practicing sustainable fisheries management, or industries satisfying other similar agreed international standards, etc.

Foreseen at project start (to be completed at CEO approval or endorsement)	Sustainable use of medicinal and aromatic plants	Good collection practices of Medicinal and Aromatic Plants to ensure conservation and sustainable exploitation
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Final evaluation of the « Mainstreaming Biodiversity into the Value Chains for Medicinal and Aromatic Plants in Morocco » Project

	Fairwild	Name of certification system being used (insert NA if no certification system is being applied)
	120 000	Area of coverage (ha)
Actual at mid-term	n/a	Please indicate specific management practices that integrate BD
	n/a	Name of certification system being used (insert NA if no certification system is being applied)
	n/a	Area of coverage (ha)
Actual at project closure	Sustainable use of medicinal and aromatic plants	Specific practices : Good harvesting practices guide made for the 4 targeted species but also other spontaneous PAM species and distributed, with over 1500 collectors trained. Organic certification to guarantee pesticide and chemicals free products to preserve biodiversity, and 7 action plans were made (one per cooperative) to ensure sustainable management of PAM resources.
	Bio (NOP and EU)	The change from FairWild to Bio : FairWild is a recent standard made in 2009 with few companies certified so far. It was found that FairWild certified products offered limited market opportunities and did not bring a significant added value while its cost was judged excessive at \$9 of certified hectare.. In contrary, the Bio certification proved to be efficient with 10 to 15% of added value created and smaller cost at only \$1 per certified hectare.

	45000 ha benefited from the new established management practices (this is different than the 147.000ha landscape direct/indirect coverage). The initial 120,000 target could not be met for time and financial reasons. The FairWild experiment proved very time consuming, besides restriction in cofinancing resources.	Area of coverage
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Part IV. Market Transformation

5. For those projects that have identified market transformation as a project objective, please describe the project's ability to integrate biodiversity considerations into the mainstream economy by measuring the market changes to which the project contributed. The sectors and subsectors and measures of impact in the table below are illustrative examples, only. Please complete per the objectives and specifics of the project.

Foreseen at project start		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	Sustainable trade of wild-collected medicinal plants	Tons of Fairwild-certified MAP exported/year
Actual at mid-term		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	N/A	
Actual at project closure		
		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	Sustainable trade of wild-collected medicinal plants	1200 tons of rosemary dried leaves and 55 tons of thyme dried leaves certified organic

Part V. Policy and Regulatory frameworks

6. For those projects that have identified addressing policy, legislation, regulations, and their implementation as project objectives, Please complete these tables for each sector that is a primary or a secondary focus of the project. Please answer (1 for YES or 0 for NO) to each statement under the sectors that are a focus of the project.

<i>Biodiversity considerations are mentioned in sector policy</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other: Medicinal and Aromatic Plants	1	Yes = 1, No = 0
<i>Biodiversity considerations are mentioned in sector policy through specific legislation</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other: Medicinal and Aromatic Plants	0	Yes = 1, No = 0. Explanataion: To come up with a new legislation in Morocco you need to draft a bill, submit it and get it approved by the Government and the Parliament through its two chambers. This very long process cannot be realistically achieved in 3 years. The Project rather focused on enforcing existing sector policies through the Guide of Good

		Harvesting Practices that is now an official document referred to for MAP transactions
<i>Regulations are in place to implement the legislation</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other: Medicinal and Aromatic Plants	0	Yes = 1, No = 0
<i>The regulations are under implementation</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other: Medicinal and Aromatic Plants	0	Yes = 1, No = 0. Explanation: the project did not put in place regulations to implement the legislation. It did however enforce existing sector policies via a Guide of Good Harvesting Practices that is now an official document referred to an annex for MAP transactions
<i>The implementation of regulations is enforced</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other: Medicinal and Aromatic Plants	0	Yes = 1, No = 0

<i>Enforcement of regulations is monitored</i>		
Agriculture		Yes = 1, No = 0
Fisheries		Yes = 1, No = 0
Forestry		Yes = 1, No = 0
Tourism		Yes = 1, No = 0
Other: Medicinal and Aromatic Plants	0	Yes = 1, No = 0

All projects please complete this question at the project mid-term evaluation and at the final evaluation, if relevant:

7. Within the scope and objectives of the project, has the private sector undertaken voluntary measures to incorporate biodiversity considerations in production? If yes, please provide brief explanation and specifically mention the sectors involved. An example of this could be a mining company minimizing the impacts on biodiversity by using low-impact exploration techniques and by developing plans for restoration of biodiversity after exploration as part of the site management plan.
The example from the PAM project, is a private enterprise that signed a contract with a MAP cooperative to buy MAPs against a premium price slightly greater than the market price. Such initiatives will strengthen the positioning of cooperatives using good harvesting practices.