



Royaume du Maroc  
Chef de gouvernement  
Délégation Générale à  
l'Administration Pénitentiaire  
et à la Réinsertion



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Peuple japonais



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**Project Title:** Contribution to the reintegration of youth and the fight against the new urban violence phenomena in Morocco

**Project Number:** 00091234

**Project ID :** 00114189

**Implementing Partner :** Délégation Générale à l'Administration Pénitentiaire et à la Réinsertion

**Start Date:** March 2019 **End Date:** March 2020 **PAC Meeting date:** 15 April 2019

### Brief Description

This project aims at fighting against the new forms of urban violence that have shocked the entire Moroccan society. These new forms of violence have been recently led by young people mainly in outlying areas, the majority of whom are repeat offenders who challenge the population by posting and extolling their violent actions through the media networks which have marked the whole of Moroccan Society and sometimes heated the debate. In the absence of a quick reaction, a deep understanding of the phenomenon and an immediate action through innovative approaches, the situation may worsen and profoundly impact the Moroccan Society. The implementation of these activities will be facilitated by the DGAPR Strategy for the Modernization of the Prison Administration and the Humanization of Prisons, launched in 2015, as well as the strong cooperation between UNDP and DGAPR to support the implementation of this strategy.

This objective will be achieved through four expected and complementary outputs, which will ensure the viability and the sustainability of the project as well as an impact locally at the youth prisons level and more globally at the Moroccan society level:

1. Improving and humanizing the conditions of detention of young people.
2. Accompanying young people to improve their reintegration.
3. Directing communication and outreach activities towards youth at the national level to address urban violence (related activities will be conducted directly by UNDP).
4. Developing an action-oriented research program and an action plan for the fight against youth recidivism and its generalization at the national level.




**UNDAF Outcome 1:** Institutional and civil society partners implement the process of advanced regionalization and the principles of participatory, gender-sensitive and human rights-based democratic governance as enshrined in the Constitution and international commitments.

**1.5** National institutions supported in the development of national policies and action plans addressing issues related to prison reform and individuals with disabilities

Indicative Output(s) with gender marker: GEN2 (Gender equality as a significant objective)

<b>Total resources required:</b>	446 428 USD	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	
	<b>GoJPN:</b>	446 428
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by :

DGAPR	Government of Japan	UNDP
<p><b>Mr Mohamed Salah TAMEK</b></p> <p>Délégué Général</p> 	<p><b>S.E.M Takuji HANATANI</b></p> <p>Ambassadeur du Japon</p> 	<p><b>Madame Martine THERER,</b></p> <p>Représentante Résidente du</p> <p>PNUD par intérim.</p> 
A RABAT le 10.07.2019		

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## I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The past few years have seen Morocco facing a rise in urban violence, which mainly concerns juvenile delinquency. This includes the new "Tcharmil" phenomenon, i.e. young people who pose on the Internet with weapons in their hands or with the spoils of their robberies, and it also includes the increase of the aggressions suffered by women in public spaces, which went from 66.9% in 2015 to 73% in 2016<sup>1</sup>. All the above is vehiculated by social media and ever-increasing assaults videos, making some say that "violence attracts violence" <sup>2</sup>. The figures of violence against women are particularly alarming, given that: out of a population of 5.7 million women, aged 18 to 64, living in urban areas, approximately 2.3 million i.e. 40.6% have been victims of violence at least once. The age group of women aged 18 to 24 was the most affected, with 58.3% of the assaults<sup>3</sup>. A large part of youth gang-leaders in peripheral and marginalized urban neighbourhoods are recidivists, claiming to have gained "more experiences in prisons" and to no longer be afraid, therefore spreading messages on social media including threats and revenge calls against the society as a whole.

For decades, the crime rate in Morocco was comparably average and the situation was much less serious compared for example to other countries in South America, Africa or Asia (see data from UNODC). However, recently, with the rise of use of social networks amongst youth and the growing inequality figures, combined with an increasing feeling of despair, new forms of violence have begun to take shape quickly and threaten the safety of citizens, especially women in public spaces. It is also to be noted that at the national level, the number of detainees in Morocco has increased steadily (increasing in 2016 to 79,368 prisoners, which is 5,329 more than in 2015, then 83,102 in December 2017). In the absence of a quick reaction, a deep understanding of the phenomenon and an immediate action through innovative approaches, the situation may worsen and profoundly impact the Moroccan Society.

This new and dangerous situation represents a slippery slope for Morocco because it questions the social stability of the country together with the increase of a feeling of frustration and abandonment, even exclusion sometimes, experienced by young people. Even worse, for some youth this feeling leads to violent behavior that results in increased delinquency, crime and sexual harassment in urban areas. The social setting of young Moroccans worsens the situation, 1 685 000 young Moroccans, which is one in four people aged 15 to 24 years, are unemployed, are not in school and do not receive any training<sup>4</sup>, moreover youth unemployment reaches 42.8% in urban areas<sup>5</sup>.

In addition to the social impact, the phenomenon may have extreme consequences such as radicalization, lack of security and negative impact on economic activities such as tourism. It has been observed that many young people who have left prison claim to no longer be afraid of imprisonment and therefore defy the society as a whole to stop them (several videos are found on social networks), hence the importance of quickly starting to work with these young inmates before the situation gets worse and before losing control over this new trend. Unemployment seems to

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<sup>1</sup> H24.info, *Violence against women in public places on the rise*, December 8<sup>th</sup> 2017, <https://www.h24info.ma/maroc/violence-a-femmes-lieux-publics-hausse/>

<sup>2</sup> Telquel, *Aggression, beatings, tcharmil... Have we become more violent ?*, April 14<sup>th</sup> 2016, [https://telquel.ma/2016/04/14/agressions-tabassages-tcharmil-sommes-nous-vraiment-plus-violents\\_1491281](https://telquel.ma/2016/04/14/agressions-tabassages-tcharmil-sommes-nous-vraiment-plus-violents_1491281)

<sup>3</sup> Aujourd'hui, *Violence against women: these alarming figures that we forget...*, August 29<sup>th</sup> 2018, <http://aujourdhui.ma/societe/violence-contre-les-femmes-ces-chiffres-alarmants-quon-oublie>

<sup>4</sup> Haut-Commissariat au Plan : *Main lessons on the quality of employment in 2016*, [https://www.hcp.ma/Principaux-enseignements-sur-la-qualite-de-l-emploi-en-2016\\_a1879.html](https://www.hcp.ma/Principaux-enseignements-sur-la-qualite-de-l-emploi-en-2016_a1879.html)

<sup>5</sup> Jeunes Afrique: *Maroc: the worrying youth unemployment is lasting*, February 12<sup>th</sup> 2018, <http://www.jeuneafrique.com/529732/politique/maroc-linquietant-taux-chomage-chez-les-jeunes-sinscrit-dans-la-duree/>

strongly correlate with violence. Given the increasing rate of youth unemployment of 42.8% in urban areas, the new figure justifies the urgency of our project.

Beyond the rise in violence, it is just as worrying to see that some young people seem completely indifferent to the risks involved, including the risk of incarceration. For some of them, the prison can even be seen as a rite of passage that comes to consecrate a certain status, once the individual is released. Nevertheless, prison remains a closed environment, where young prisoners are particularly vulnerable and notably to the radicalization risk<sup>6</sup>.

This situation has two direct consequences for the DGAPR (General Delegation to the Penitentiary Administration and to Reinsertion) who faces, year after year, a growing number of young prisoners and a growing threat of seeing these youths become radicalized and accumulate even more violence in prison. The DGAPR also struggles in dealing with the return of former young combatants from Syria and other neighbouring countries. The accompaniment of the DGAPR in its programs of reintegration, rehabilitation and the fight against the recidivism is thus essential if one wants to allow the prison to play its role of second chance and in fine to have an impact on the social stability of Morocco by facilitating the economic and social reintegration of prisoners.

Moreover, the urgency to tackle the phenomenon does not allow for the use of other government or international funds that take much longer to be deployed. The Japan Supplementary Budget (JSB) is uniquely situated to provide the urgent response needed to apprehend the new trend of urban violence in Morocco.

H.E Japanese Foreign Affairs Minister Mr. Kono attended the first Japan-Arab Political Dialogue, held in Cairo, Egypt with the League of Arab States including Morocco. He emphasized the “Kono Four Principles” which consist of (i)intellectual and human contribution, (ii)investment in “people”, (iii)enduring efforts, and (iv)enhancing political efforts. Minister Kono also announced five new initiatives, which are (a) upgrading the “Corridor for Peace and Prosperity” initiative, (b) further contribution to the Multinational Force and Observers: MFO, (c) expanding cooperation on education and human resources development, (d) enhancing political efforts, and (e) new humanitarian assistance for refugee and stability.<sup>7</sup> Among these 5 initiatives our project is well positioned to participate to the Corridor for Peace and Prosperity.

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## **II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)**

This project aims at fighting against the new forms of urban violence that have shocked the entire Moroccan society. These new forms of violence have been recently led by young people mainly in outlying areas, the majority of whom are repeat offenders who challenge the population by posting and extolling their violent actions through the media networks.

There is an urgent need to better understand the phenomenon, to lead youth rehabilitation activities and to limit the occurrences of recidivism. In the past, many prisoners and detainees joined jihadist groups such as ISIS but today in Morocco, the new emerging issue is the return of the young former combatants who had joined the ranks of terrorist organizations. Their reintegration requires a special and urgent attention, even more so because the number of prisoners/detainees has increased in recent years. Our project supports the urgency of the Moroccan response to this new trend in the Arab States.<sup>8</sup>

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<sup>6</sup> A recent report by the International Center for Radicalization and Political Violence Studies found that 57% of those interviewed had been detained for various crimes prior to their radicalization and at least 27% were radicalized in prison.

<sup>7</sup> [https://www.mofa.go.jp/me\\_a/me1/page3e\\_000732.html](https://www.mofa.go.jp/me_a/me1/page3e_000732.html)

<sup>8</sup> <https://www.brandeis.edu/crown/publications/meb/MEB118.pdf>

This objective will be achieved through four expected and complementary outputs, which will ensure the viability and the sustainability of the project as well as an impact locally at the youth prisons level and more globally at the Moroccan society level:

1. Improving and humanizing the conditions of detention of young people.
  2. Accompanying young people to improve their reintegration.
  3. Directing communication and outreach activities towards youth at the national level to address urban violence (related activities will be conducted directly by UNDP).
  4. Developing an action-oriented research program and an action plan for the fight against youth recidivism and its generalization at the national level.
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- 1- The first output revolves around improving and humanizing the conditions of detention of these young individuals in the main youth detention centers of Morocco in Casablanca and Tangier. This will help young people understand that society gives them their rights and respects them, which will lessen their sense of revenge towards the society. The main activities will focus on the organization of rapid and targeted training for prison guards and prison officials in direct contact with youth so that they can become familiar with the particular psychological principals at stake with these young individuals and improve their skills and behavior towards them. The improvement of the conditions of detention will also involve the establishment of the necessary infrastructure for the promotion of cultural and leisure activities and for creating convivial gathering spaces allowing youth to taste family life during the visits.
  - 2- The second output will allow us to provide local support for these young people who will allow them: (i) to express themselves through the establishment of listening centers managed by experts ; (ii) to ensure that they continue their education ; (iii) to have the necessary psychological support, (iv) and to allow them to leave the detention area to take advantage of holiday camps to promote the values of citizenship and openness. In addition, specialists will support at least 100 detainees volunteers to develop a personal plan that will allow them to return to society, earn a living and live in dignity and mutual respect. The information and results from this activity will be of great benefit to the action-oriented research program that will be developed in output number 4.
  - 3- The third output will target all young Moroccans with tendency to delinquency, drift and violence. It is mainly a youth communication program for young people that will particularly use social networks and the internet. This programme will benefit from the influence of young youtubers and their followers. It will also target youth associations in Morocco as well as specialized youth media to use youth testimonials as a mean of promoting tolerance. Throughout this communication initiative our project can reach up to 1 Million youth.
  - 4- The fourth output aims to conduct research on potential actions: (i) to better understand the new phenomenon of urban violence in the Moroccan context; (ii) to make publications on this subject with quickly applicable recommendations, and (iii) to develop an action plan based on these studies and the present project to limit recidivism and urban violence, particularly against women.

The project will take place in the following location:

- 2 DGAPR Center for Rehabilitation and Reform in Casablanca and Benslimane which represent 884 young detainees;
- 2 juvenile districts at the prisons in Fès Bourkaiz and Rabat-Arjat 2 which represent 815 young detainees.





The implementation of these activities will be facilitated by the DGAPR Strategy for the Modernization of the Prison Administration and the Humanization of Prisons, launched in 2015, as well as the strong cooperation between UNDP and DGAPR to support the implementation of this strategy.

The heart of the UNDP approach lies in the belief that a society must offer everyone a second chance. Young people are a vulnerable category of the population, but they can be a great opportunity for their country to grow as long as they are not marginalized. UNDP's efforts are therefore aimed at supporting vertical and horizontal cohesion in society and at helping local actors build resilience to conflict and division. UNDP considers that the development of a stable society requires an inclusive development approach anchored in tolerance, political and economic empowerment as well as the reduction of inequalities. This vision seeks to achieve long-term changes at the structural level, such as strengthening human rights and the rule of law, creating socio-economic opportunities, and increasing the participation of excluded groups in decision-making.

In addition, this concept note is based on the Sustainable Development Goals (SDGs) and the 2030 Agenda that has been agreed upon. In this regard, SDG 16 promotes peaceful and inclusive societies for sustainable development and stresses the importance for national institutions to take ownership of national strategies to prevent the rise of violence<sup>9</sup>. This development goal calls on Member States to "Promote peaceful and inclusive societies for sustainable development, to ensure access to justice for all, and to establish effective, accountable and inclusive institutions opened for all". The 2030 Agenda also insists on the need to "Ensure equitable, inclusive and quality education for all and opportunities for learning" and that this must be done in a framework that respects human rights, gender equality and the promotion of a culture of peace and non-violence.

<sup>9</sup> SDG Indicator's 16.a « Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime»

## ***Gender***

The number of women detainees under the age of 20 represents about 150 individuals, i.e. less than 1% of the population that the project targets. However, the project will ensure that all girls can benefit from it with the implementation of professional training activities or cultural, sports and recreational activities that meet their needs.

At another scale, the project intends to respond to the issue of violence, particularly violence against women. The age group of women aged 18 to 24 was the most affected, with 58.3% of the assaults<sup>10</sup>. Women are therefore indirect beneficiaries of the project's outputs. Awareness-raising activities on violence in general and on violence against women in particular, will take place for all the individuals benefiting from the project, inmates and staff of the DGAPR, through discussion workshops and concrete actions. The project will also ensure that gender and gender equality are addressed in each of the meetings.

## ***Partnerships***

The DGAPR and the UNDP were able to develop their working relationship through a common project supporting the implementation of the DGAPR strategy, in partnership for a duration of 4 years from 2016 to 2020. In this context, activities aimed at setting up vocational, sports or cultural training facilities were widely supported. The project will therefore be able to build on this experience and the strong partnership that has been developed between DGAPR and UNDP.

The DGAPR will also oversee the identification of the personnel who will be involved in the training but also the support of experts and external actors to support young prisoners. Here again, given that the DGAPR already has established relationships with some partners, the project will be able to benefit from these pilot experiments.

Also, DGAPR and Japan had the opportunity to work together on a proposal submitted during JSB 2015, which allowed them to establish close ties between the Japanese Embassy in Morocco and the DGAPR. This has helped developing a common understanding of the objectives so that the project will ensure the involvement of the Japanese Embassy in Morocco in each of the key stages and will offer exposure and the widest possible visibility.

For UNDP, important work will be done in terms of activity monitoring and reporting. Special attention will be paid to the activities of Output 3 in terms of communication and visibility through the involvement of a communication officer.

For young influencers, who will be key to the visibility of the project, we will ensure a good understanding of the desired objectives and their willingness to participate in this program. On this point, the project has already identified some youtubers being particularly involved in the theme of citizenship and tolerance, which could strengthen the action of the project in this direction.

This project identified different lines of cooperation that were discussed with Professor Kei Nakagawa, Research Director, MIGA, Mushashino University in Tokyo, and a member of the Musashino Institute for Global Studies Research Center. The first activity will be the creation of an action-oriented research platform, which the Musashino Institute will be part of, to coordinate the implementation of the strategy to combat violence and recidivism. This platform will also integrate the Moroccan Observatory of Extremism and Violence.

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<sup>10</sup> Aujourd'hui, Violence contre les femmes : ces chiffres alarmants qu'on oublie..., 29 août 2018, <http://aujourd'hui.ma/societe/violence-contre-les-femmes-ces-chiffres-alarmants-quon-oublie>

As mentioned, this project targets young detainees under the age of 20, as it intends to facilitate their reintegration by fighting recidivism and breaking the circle of violence. The action-oriented research platform will have a strategic role in studying the activities implemented and identifying what may constitute best practices to be replicated. It will offer content and educational tools for the implementation of new activities aimed at combating various forms of violence.

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### **III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)**

#### ***Expected Results***

##### **OUTPUT 1: Youth detention conditions are improved and humanized.**

This output will emphasize on the conditions of detention of young detainees through the availability of equipment and the support carried out by the supervising staff. The two Centers for Rehabilitation and Reform as well as the juvenile district of "Rabat-Arjat 2" prison, which represents a combined number of 1334 detainees under 18 years old, will benefit from the installation of equipment for the organization of cultural and sports events. Also, reception and meeting spaces for families will be set up in these 3 centers. Preserving family connection is essential, especially for young detainees, to support and accompany them during their incarceration.

Finally, DGAPR supervising staff, including social workers and psychologists - about 100 people - will receive a training on the psychosocial support specific to young detainees. This training will highlight the specific needs and the special attention required for young detainees.

##### **OUTPUT 2: The cognitive, professional, educational and cultural skills necessary to guarantee a better social and economic reintegration to young people, are acquired**

This output will focus on the psychological support and listening centers that can be offered to detainees during their incarceration in the 2 centers for Rehabilitation and Reform and juvenile districts of "Rabat-Arjat 2" and "Fès-Borukaiz" prisons, i.e. 1700 young detainees. These listening centers will provide psychosocial support through the organization of collective speaking groups and the intervention of experts and external actors to moderate these groups and meet the needs of young detainees. Allowing prisoners to dialogue with each other is a way to address the issue of incarceration but also to talk about their past and future. By supporting each other, inmates, especially young people, can help each other in a positive dynamic and think about what they will do after being released from prison.

In this context, it is important to strengthen the system through individualized support for 100 voluntary prisoners, who wish to establish a personal development plan. These plans may enable them to organize, in cooperation with the DGAPR, the training courses they wish to attend during their incarceration. Here too, the idea is to think about life after prison by preparing detainees to a successful social and economic reintegration.

Finally, the last axis tackled by the project is to widen professional and educational activities offered to young detainees. The social and economic reintegration of detainees is prepared during their incarceration, allowing them to follow different trainings but also to have leisure time. To this effect, a shoemaking vocational training will be implemented within the CRE of Casablanca, allowing 20 young detainees to gain training in a traditional Moroccan trade. The training will be provided by the supervising department of the CRE of Casablanca. The project will also support the organization of summer camps for young detainees, enabling 1,000 of them to leave their



detention centers for a week in order to participate in sports and cultural activities. Through these summer camps the goal is also to address the values of tolerance and citizenship.

All these actions are aimed at improving the reintegration of young detainees into society and, above all, at reducing the risk of recidivism. In this context, the project's interventions will be documented and shared with the action-oriented research program (Output 4) to assess the impact on young detainees but also the adjustments that may be necessary.

**OUTPUT 3: Implementation of a communication plan for youth by youth, based on images and social networks, to counter the urban violence phenomenon (Output will be conducted exclusively by UNDP outside the DGAPR).**

Output 3 targets all young Moroccans and activities will go beyond the prison environment. The idea here is to provide young people with tools to talk with each other about the phenomena of urban violence. Communication will mainly be based on social networks and internet in order to reach as many young people as possible, but above all, to be present on the networks that young people use. Three complementary interventions have been identified for this purpose.

The first axis will focus on the development of 8 video-clips highlighting the stories of young people who have been directly affected by these types of violence. The videos will include testimonies of victims of urban violence as well as those of young prisoners convicted for acts of violence. The goal is to stimulate the debate and fuel the awareness of the phenomenon of urban violence extent. Finally, some small videos, "capsules", will highlight the associative work that is done for the prevention of such violence. The videos will then be shared on the various social networks through UNDP's channel and its partners but also shared with online media.

The second axis will aim at partnering with young Moroccan influencers benefiting from a high visibility on social networks (YouTube, Instagram, Facebook). 5 young influencers will be selected to work with the project. The selection of these young influencers will be primarily about their willingness to participate in this broad awareness campaign to prevent violence and especially violence against women. The idea here is to allow these 5 young influencers to promote this message with their followers as they see fit and based on what made them successful. For this, they will benefit from project support for the provision of data and information on urban violence in Morocco as well as meetings with the various stakeholders; DGAPR, UNDP etc. Finally, the 5 influencers will receive support from the project in terms of equipment for the realization of their videos. Through all the videos produced we want to reach 1 million people, mainly youth.

To reinforce the impact of this campaign, a workshop will be organized at the end of the project in partnership with youth associations and the media targeting primarily young Moroccans. This aims at raising awareness about our campaign against urban violence but also to explore the possibilities of continuing this work beyond the project. For this workshop 10 youth associations will be represented as well as 10 Moroccan media sources.

**OUTPUT 4: An action-oriented research program and an action plan for the fight against recidivism is available for the DGAPR in order to broaden this experience.**

The project aims at reflecting on the phenomenon of recidivism by relying on scientific rigor to establish an action-oriented research program. For this, a collaboration will take place between Moroccan and Japanese experts to monitor the activities implemented in the project and in particular on the support provided to the 100-young detainees who will benefit from a personal development plan.

Cooperation with Japanese partners will include a joint seminar on the issue of urban violence and youth (with more specific indicators to be identified later) and the cooperation with the Musashino Institute will be based on individual invitations to some of their researchers working on Moroccan sociology. The project will also look at the possibility to invite the Japanese authority in charge of penitentiary affairs to exchange views in order to learn from their experiences in the rehabilitation and disengagement programs of former gang groups.

This collaboration will support the programme by providing didactic tools for the implementation of activities in the fight against recidivism and urban violence. Furthermore, they will also participate to the communication efforts by publishing 4 scientific papers on urban violence and recidivism in Morocco. The aim is to draw the Moroccan community's attention to the research work that needs to be done on the issue of recidivism and to cooperate with existing initiatives.

### **Risks and Assumptions**

The results of the project depend on the following assumptions:

- Allocation of the necessary funds for the needs of the project;
- The roles and missions of the national partners are implemented effectively.

The key risks that may threaten the achievement of results are:

- The voluntary participation of young detainees in activities, particularly in the fight against recidivism. This can be solved by the overall approach of the project, which wishes to offer to the prisoners the possibility of benefiting from different trainings, but also through the equipment of spaces of leisure and cultural activities. Communication will be done by the DGAPR to raise the awareness of the prisoners on the benefits of such a program.
- The availability of psychosocial expertise to interact with young prisoners. The DGAPR already has a resource staff, psychologist and social workers that the project will support, but also ties with external structures that can mobilize additional expertise.
- The willingness of young people to share their stories as part of the awareness program on violence. The project will make sure to respect the anonymity of people who would like to testify but also to promote this campaign to associations and media to publicize the program.
- The involvement of young influencers. The project will ensure the real motivation of young influencers to participate in the awareness campaign. For this, an identification work has already been done to see who might be interested. In addition, the project will make sure to provide them with the content and data they will need.

### **South-South and Triangular Cooperation (SSC/TrC)**

This project aims at positioning Morocco as a recognized player at the regional and international level in the fight against urban violence and recidivism thanks to its multidimensional and credible approach, integrating different actors, to build an effective response.

One of the objectives of this project is to develop an answer to this phenomenon by documenting the chosen approach and capitalizing the results from a scientific point of view. In this sense the

research work will be conducted in collaboration with Japanese scientists to benefit from their experience and best practices. Other countries in the region are affected by the same issues, and UNDP will support the networking of similar initiatives to promote the sharing of experience.

### **Knowledge**

Being an innovative and pioneering project, knowledge management will be a fundamental element to be taken into account in the implementation. Therefore, to inform national policies and the Japanese Embassy, the project will review best practices together with the parties to the project and inform relevant stakeholders of the progresses made.

The project will support the editing, publication and distribution of scientific materials on the theme of recidivism as well as information and training on the specific support to juvenile detainees. As well as the production of audiovisual media material and video clips on social networks dealing with urban violence and violence against women. Special attention will be paid to ensure that the tools produced during the activities can be reused beyond the project.

### **Sustainability and Scaling Up**

This project aims at supporting different Moroccan actors involved in the prevention of urban violence and the fight against recidivism. The goal is to ensure the sustainability of the actions, in order for the project to be based on the following two principles:

- Ownership and national leadership: the role that DGAPR will play is key in this direction. The project will seek to strengthen this role and ensure that the priorities be identified are perceived as a national commitment and not a product of the project.
- Ensure the sustainability of the actions launched with the young influencers and the Moroccan media in order to offer a long-term exposure to the initiatives of fight against urban violence, which could be carried out beyond the project.

Finally, knowledge management efforts should allow the project to learn about similar experiences in other countries in the African continent and the Arab region.

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## **IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)**

### **Cost Efficiency and Effectiveness**

As this is a pioneering project, the project team will ensure that all the results and good practices are shared among the greatest number of actors who can work on this theme.

The project will also look for complementarities between the activities to be launched and other existing or potential initiatives.

Ongoing monitoring of project progress and optimal use of resources will be ensured through Steering Committee meetings, mid-year reviews, and project follow-up meetings, which may result in budget revisions depending on the project's available resources.

## **Project Management**

The project management unit will be based in Rabat, but the activities will take place at the two rehabilitation centers of Casablanca and Benslimane and the prisons of Fez and Rabat. The project will be implemented according to the National Implementation Modality (NIM).

UNDP will provide technical support for planning, monitoring and evaluation, communication, quality assurance, advocacy, mobilization of international expertise and resources, and capacity building. Operations related to procurement and recruitment may also be initiated in part through UNDP.

## **Reporting**

Project reporting will be provided by the project team and UNDP. In this context, a regular reporting of project activities will be carried out, as well as the submission of two final reports: the final narrative report and the final financial report.

## **Visibility and communication**

A communication and visibility plan will put in place measures to ensure full visibility of the contribution of the Government of Japan and will be expanded at the beginning of project. It will also allow for communication and visibility of the actions to be taken throughout the cycle of project in coordination with the Japanese Embassy and the communication team.

The communication and visibility plan will also ensure the production of printed and audio-visual material to highlight the success of the activities, with a focus on social and digital media, public appearances, and field visits. A communication officer is going to spend the necessary time to implement the communication and visibility plan during the project life cycle.

## V. RESULTS FRAMEWORK<sup>11</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>									
<b>Outcome 1:</b> Institutional and civil society partners implement the process of advanced regionalization and the principles of participatory, gender-sensitive and human rights-based democratic governance as enshrined in the Constitution and international commitments.									
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>									
<b>1.5</b> National institutions supported in the development of national policies and action plans addressing issues related to prison reform and individuals with disabilities									
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>									
<b>Project title and Atlas Project Number:</b> Contribution to the reintegration of youth and the fight against the new urban violence phenomena in Morocco (Project Number 00091234 ; Project ID 00114189)									
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>12</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	T2	T3	T4	T1	
<b>Output 1</b> Youth detention conditions are improved and humanized.	1.1 100 social workers and psychologists of the DGAPR follow trainings for the accompaniment of the young people	Reports	0	2019			100		100
	1.2 3 common leisure and training areas are equipped and / or equipped	Activity reports	0	2019		1	2		3
	1.3 3 meeting spaces with the family are arranged and equipped.	Activity reports	0	2019		1	2		3
<b>Output 2</b> The cognitive, professional, educational	2.1 4 opened and equipped listening centers.	Activity reports	0	2019		2	2		4
	2.2 % of young people who return to education and pass their exams.	Activity reports	0	2019		50%	50%		100%

<sup>11</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>12</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.



and cultural skills necessary to guarantee a better social and economic reintegration to young people, are acquired	2.3 % of inmates who benefited from a social, cultural or sports activity (disaggregated by age and gender)	Activity reports	0	2019		30%	40%	30%	100%	
	2.4 % of young people taking vocational training.	Activity reports	0	2019		30%	40%	30%	100%	
	2.5 % of young people demonstrate an improvement in their psychological state and become more tolerant and open.	Activity reports	0	2019			50%	50%	100%	
	2.6 1000 detainees were able to participate in summer camps	Activity reports	0	2019			100%		100%	
	3.1 At least 8 videos are produced.	Number of videos produced	0	2019		8			8	
	3.2 Training of 5 influencers	Number of influencer trained	0	2019	5				5	
Output 3 Implementation of a communication plan for youth by youth, based on images and social networks, to counter the urban violence phenomenon (Output will be conducted exclusively by UNDP outside the DGAPR).	3.3 1 million young Moroccans are sensitized on the issue of urban violence through social media.	Activity reports	0	2019					1 million	
	3.4 10 associations and 10 media are mobilized for the fight against urban violence.	Activity reports	0	2019				20	20	
Output 4: An action-oriented research program and	4.1 An action research team on urban violence is set up.	Activity reports	0	2019	1				1	
	4.2 An action plan is realized for the DGAPR to fight against the recidivism.	Action plan	0	2019				1	1	

an action plan for the fight against recidivism is available for the DGAPR in order to broaden this experience.	4.3 At least 4 scientific articles on the problem of urban violence and recidivism are published.	<i>Number of scientific articles published</i>	0	2019		2	2	4	
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## VI. MONITORING

### Monitoring Plan

ACTION	Target	Responsible party	Chronological Frame					Frequency/Deadlines	BUDGET	
			T2	T3	T4	T1	Descri ption		Amou nt	
Meeting UGP/ UNDP Quality assurance	UGP / UNDP Quality assurance	UGP officials	***	***	***	***	At least once time per month		0	
Project board meetings: Project progress review	UGP / UNDP Quality assurance	UGP officials	*	*	*	*	At least once per trimester		0	
Semi-annual and annual Review	Project coordination/ Quality assurance UNDP & M&E UNDP	UGP officials		*	*		Semi-annual review of the project at the end of June / July 2019 as well as an annual review in November/December 2019 (or if exceptionally required by the project manager)		0	
Steering committee meeting	Direction and national Coordination of the project/UNDP direction and quality assurance	UGP officials / UNDP quality assurance	*		*		Annual meetings in mars 2019 and mi-annual meeting in September 2019 (or if exceptionally required by the project manager)		0	
QUARTERLY REPORTING / ANNUAL										
Mandatory quarterly reporting: Update of risks and problems, results reporting, Update of the lessons learned journal on the SSE DI MONITORING	Project board / UNDP Quality assurance The report must be certified by the Project Manager	UGP officials	*	*	*	*	Quarterly frequency ➔ Quarterly report on the SSE DI Monitoring		0	
Mandatory annual reporting: Update of risks and problems, results reporting, Update of the lessons learned journal	Steering committee/ UNDP Quality assurance The report must be certified by NPD	Project board / UGP officials			*		Elaborate each year in December for the current year ➔ Annual reporting		0	
QUARTERLY FINANCIAL REPORT/ ANNUAL										
Expense report	Sent by the quality assurance to UGP officials	UNDP Quality assurance	*	*	*	*	Quarterly		0	
Quarterly/ annual Combined	Sent by the quality assurance	UNDP Quality assurance	*	*	*	*	Quarterly/ the annual Combined Delivery		0	

Delivery Report	assurance to officials	UGP assurance					Report sent to the project team around 15 March of the year following the financial year The annual CDR must be verified by the UGP and certified by the Project Manager and forwarded to UNDP		
<b>MEETING PLANNING</b>									
Annual planning workshop	Project PMU / assurance	committee / Quality	UGP officials			*	In March 2019 in the launch of the project and in December 2019 or no later than January 2020.		0
<b>PLANNING DOCUMENTS</b>									
Annual work plan	Project partners	UGP officials	*			*	AWP will be signed by 30 March 2019 and 15 January 2020 for the following year		0

## VII. MULTI-YEAR WORK PLAN <sup>1314</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget				RESPONSIBLE PARTY	PLANNED BUDGET		
		2019		2020			Funding Source	Budget Description	Amount
		Q2	Q3	Q4	Q1				
Output 1: Youth detention conditions are improved and humanized.	1.1 Activity Organize short training courses on psychosocial support of youth for prison staff and social workers of DGAPR to take.	X				UNDP	GoJPN	75 700 Training and workshop	15 000
	1.2 Activity Develop and equip common areas of leisure and training (Sport, art and cultural activities).	X	X			UNDP	GoJPN	72 200 Goods and material	30 000
	1.3 Activity Develop reunion spaces for the detainees families.	X	X			UNDP	GoJPN	72 200 Goods and material	30 000
	Sub-Total for Output 1								75 000
Output 2: The cognitive, professional, educational and cultural skills necessary to guarantee a better social and economic reintegration to young people,	2.1 Activity Open listening centers for youth, supporting the fight against recidivism and violence.		X			UNDP	GoJPN	72 200 Goods and material	25 000
	2.2 Activity Encourage young people to continue / resume their education.		X			TBC	GoJPN	71 400 Contractual services	5 000

<sup>13</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>14</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



are acquired	2.3 Activity Give inmates access to vocational, craft and artistic training for professional reintegration.	X	X			UNDP	GoJPN	72 200 Goods and material	20 000
	2.4 Activity Increase the access of young prisoners to psychosocial support provided by specialists.		X	X		TBC	GoJPN	71 400 Contractual services	34 000
	2.5 Activity: Support the organization of summer camps for youth outside their place of detention to promote the values of openness, citizenship and tolerance.		X			UNDP	GoJPN	75 700 Training and workshop	40 000
	2.6 Activity: Help the individual support of at least 100 young prisoners for the establishment of a personal development plan following their growth and reconciliation within society.		X	X	X	TBC	GoJPN	72 100 Contractual services	20 000
	<b>Sub-Total for Output 2</b>								<b>144 000</b>
<b>Output 3:</b> Implementation of a communication plan for youth by youth, based on images and social networks, to counter the urban violence phenomenon (Output will be conducted exclusively by UNDP outside the DGAPR).	3.1 Activity Develop and promote through social networks, awareness videos and testimonies of detainees and victims, to fight against violence in the urban environment.		X	X	X	UNDP	GoJPN	72 100 Contractual services	20 000
	3.2 Activity Train and equip young influencers (youtubers) on social networks to participate in campaigns to combat urban violence, especially against women.		X	X	X	UNDP	GoJPN	72 600 Grants	20 000
	3.3 Activity Organize a national workshop to raise awareness and mobilize youth associations and the media in Morocco to solve the issue of urban violence.				X	UNDP	GoJPN	75 700 Training and Workshop	20 000
	<b>Sub-Total for Output 3</b>								<b>60 000</b>

<b>Output 4:</b> An action-oriented research program and an action plan for the fight against recidivism is available for the DGAPR in order to broaden this experience.	4.1 Activity Implement action-oriented research program in collaboration with Japanese research institutes (Musashino Institute) to diagnose the phenomenon and develop an action plan for DGAPR.	X	X	X		TBC	GoJPN	71 400 Contractual services	30 000
	4.2 Activity Provide support and didactic tools for the implementation of activities in the fight against recidivism and urban violence.	X	X	X		TBC	GoJPN	71 400 Contractual services	15 000
	4.3 Activity Develop and publish at least 4 scientific papers on urban violence and recidivism in Morocco.				X	TBC	GoJPN	71 400 Contractual services	12 000
	4.4 Activity: Develop a follow-up research on prisoners' behaviour related to violence and its impact on recidivism				X	TBC	GoJPN	71 400 Contractual services	12 000
	<b>Sub-Total for Output 4</b>								69 000
Direct Project Cost	<ul style="list-style-type: none"> <li>1 communication officer (full-time)</li> <li>1 Programme Officer to support the project implementation and quality assurance</li> <li>1 Programme specialist to support the project quality assurance and M&amp;E</li> </ul>								20 000 25 000 20 360
	Sub-total for DPC								65 360 USD
Subtotal									413 360
General Management Support (8%)									33 068
<b>TOTAL</b>									<b>446 428</b>

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented upon the National Implementation Modality (NIM). The implementing partner<sup>15</sup> will be the General Delegation for the Penitentiary Administration and Reinsertion (DGAPR).

1. The Project Steering Committee (or Project Board) is the group responsible for making management decisions, through a consensus, for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition.

Based on the project document, the Project Board may review and approve the annual work plans (AWP) and can authorize any major deviation from these agreed annual plans. It is the authority that signs off the completion of each annual plan as well as authorizes the start of the next annual plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its project assurance responsibilities.

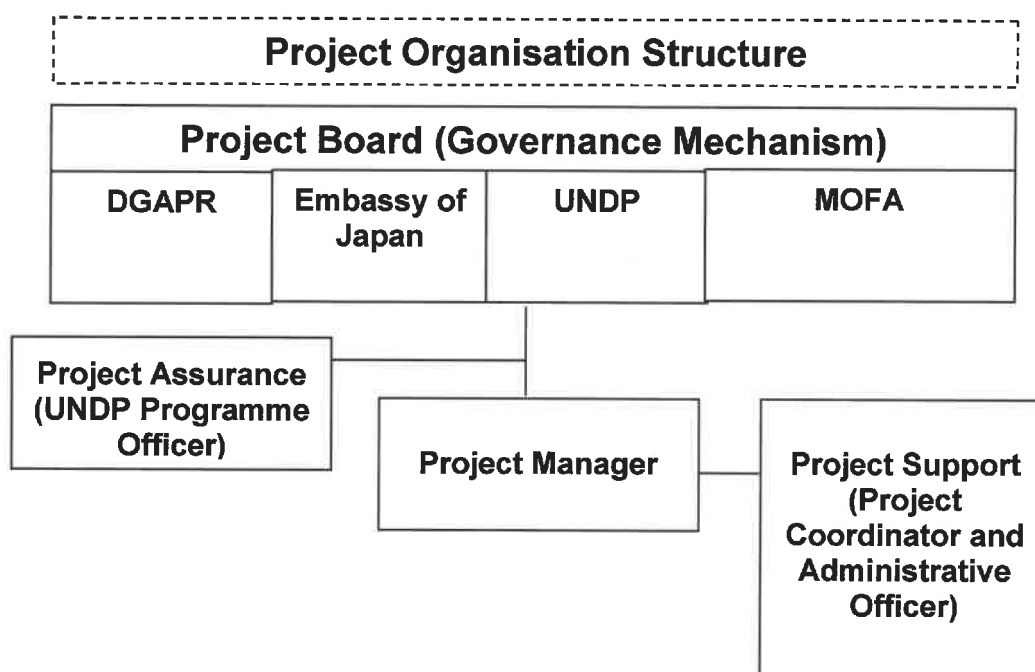
The composition of the Project Steering Committee is as follows: DGAPR, Ministry of Foreign and Foreign Affairs (MOFA), UNDP, Embassy of Japan.

2. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's main responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The overall project management responsibilities are as follows:
  - Manage the realization of project outputs through activities;
  - Provide direction and guidance to project team(s)/ responsible party (ies);
  - Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
  - Identify and obtain any support and advice required for the management, planning and control of the project;
  - Responsible for project administration;
  - Liaise with any suppliers;

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<sup>15</sup> The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources.

- May also perform Team Manager and Project Support roles.
3. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.



This project will benefit from the experience of the project manager that was recruited for the project “support to the DGAPR strategy” launched in 2016.

Furthermore, the project coordinator and the administrative officer recruited for the implementation of the project “support to the DGAPR” will also participate to this project.

4. A regular reporting of project activities will be carried out, as well as the submission of two final reports: the final narrative report and the final financial report. The final financial reports will take place after the end of the project and will be based on an audit of the project’s accounts. One year after the project closure, UNDP will process to a follow-up study to monitor the impact and the project results.

- **UNDP Japan Partnership Fund**

The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.

UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.

At the end of the project using of the remaining budget to be subjected to consultation with the Government of Japan.

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## IX. LEGAL CONTEXT

[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]

### Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

### Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.



6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. *Choose one of the three following options:*

*Option 1:* UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

*Option 2:* The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant.  
(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions**