

JOB PROFILE

Project Manager Morocco- Promoting Youth Inclusion in Morocco's Olive Oil Sector

DRAFT VERSION JUNE 2023

1. About CBI

CBI is the Centre for the Promotion of Imports from developing countries. We are part of the Netherlands Enterprise Agency and are commissioned by the Ministry of Foreign Affairs.

We support the transition towards inclusive and sustainable economies. We focus on transitions in sectors in developing countries, working towards becoming more inclusive and sustainable. We start from the perspective of local SMEs, strengthening their economic, social and environmental sustainability through exports of value-added and/or niche products to European and regional markets. We raise awareness, build capacity, act as a knowledge broker, support market and value chain linkage and promote the use of technology on multiple levels.

We:

- **Promote and create decent jobs.** We pay **special attention to women and youth**. This means creating decent jobs for women and young people, as well as supporting women in management positions. Moreover, it is our ambition to support female entrepreneurs.
- **Stimulate economically, socially and environmentally sustainable trade and production** through exports by local SMEs to Europe and to regional markets by stimulating effective sector alignment and contributing to supporting and regulatory functions.

Through our projects, we aim to contribute to systemic change. Using a **systems approach** entails identifying and tackling underlying causes of problems within a system. This includes starting from a clearly and jointly defined system at the beginning of the project, as well as establishing what a locally shared vision of what a well-functioning, future-proof system would look like. Another important element of what a systems approach is, is to avoid (ultimately) becoming part of the system, which means working with an exit strategy from the very start.

2. Background of this assignment

CBI has formulated a project to support the development of the olive oil sector in Morocco. The ultimate goal of the project is to improve work and/or entrepreneurship opportunities for young women and men in this sector, through the promotion of regional or international exports.

In order to stimulate exports the sector needs to increase its focus on high quality oil. Currently, research has shown that the olive oil sector is dominated by an older generation of family-owned businesses and only a portion of the sector works with modernized production methods. Low quality still gets high price due to local preference for current quality and there is no strong incentive to improve quality for local market; however more investment in quality would also lead to better export opportunities. Our research has indicated that young skilled workers and service providers could play a catalytic role in the transformation and diversification of the sector. This project wants to stimulate this, by focusing on three pillars:

1. **Youth inclusion:** Alignment of relevant stakeholders in Meknès-Fès regarding support to youth inclusion in the OO sector as workers and service providers.
 - o One of the starting points for this is the **Generation Green strategy**, an action plan specific to OO sector in Meknès-Fès is needed and alignment of stakeholders to better support youth inclusion
 - o Educational institutions offer sector-specific training opportunities, matched with private sector needs
 - o Entrepreneurship support adapted to needs of youth with service delivery ideas for the sector
 - o SMEs provide decent jobs and offer professional development to young workers.
2. **Service delivery: Development of services offered by young entrepreneurs addressing quality, sustainability** and other export related issues
 - o Services needs assessment
 - o Business development support adapted to needs of youth
 - o Increasing demand for services

3. **Quality:** Improved quality level of OO throughout the value chain

- Regional sector alignment around quality:
- Enabling environment actors offer support to promote quality (e.g. branding strategy)
- As a result, there is demand for services related to quality and export
- Ultimately more SMEs are expected to see best practices and success stories and crowd in, creating even more opportunities for youth (most likely after end of project)

This assignment concerns the local project management of the project.

3. **Objective of the assignment**

The overall objective of the assignment is to manage and lead activities of the CBI project in Morocco's Meknes-Fes region. The role will start when the project is still in inception phase, and a go/no-go decision for the project will be taken on the viability and continuation of the project in March 2024. In the inception phase, part of this assignment is to represent CBI in-country and identify where CBI can contribute best to reach the ultimate goal of the project as described above.

The assignment will consist of 3 key components:

- *Project design.* Understanding the current and potential market, and the ecosystem of SME olive oil entrepreneurs in Meknes Fes region. Research to understand youth aspirations, and the role of older generation in youth inclusion. Validation and refinement of the project Theory of change. Based on the information and key partners identified, and in close collaboration with other team members, a strategic and operational plan for the implementation phase of the project will be developed.
- *Partnerships and collaboration;* understand the landscape of organisations and associations supporting the olive oil sector (export) development and youth employment, what role CBI can play in the coming years and get buy-in from actors on this role
- *Project implementation;* ensure that activities are being implemented in time, that the set deliverables and KPIs are met and that project plans are adjusted to local circumstances where needed.

4. **Expected results of the assignment**

The expected result of the assignment is that

- The theory of change for the project has been validated and that assumptions were tested. Revised version of the ToC and a detailed action plan is prepared
- A critical mass of (public, private, NGO) project partners in the sector has been consulted. Their interest, willingness and ability to collaborate on this CBI project is clear.
- Results from the inception phase show the feasibility that a significant share of SMEs is willing to invest in quality improvements in order to be able to export, and will demand for services to support with this
- Selected frontrunner SMEs demonstrated whether there is a the business case for (i) investment in improving the quality and sustainability of olive oil production ,and (ii) employing youth and hiring young service providers.
- In joint collaboration with sector actors, an action plan for the implementation phase of the project has been established

5. **Activities**

- *Project design.*
 - Mapping of the entrepreneurial ecosystem of olive oil farmers/millers in Meknes-Fes region
 - Identify key partners in Meknes Fes to (re-) connect with, and schedule appointments to present CBI, project ambitions and what CBI can offer to ongoing initiatives such as Generation Green initiative.
 - Organise a series of youth aspiration sessions to understand what youth is looking for in jobs and entrepreneurship, what are key bottlenecks. Focus on different categories of youth, including young women and men. Build on previous research done in this area.
 - CSR assessment – lead the execution of a detailed CSR assessment following CBI methodology, and with particular attention to gender and water.
 - based on the information and partners identified, a strategic and operational plan for the implementation of the project
 - Revised Theory of change including risks and assumption
 - Plan for required HR needed to execute the project
 - GANTT chart with detailed timelines.
 -

- *Partnerships and collaboration;*
 - o Mapping exercise to understand the landscape of organisations and associations supporting the olive oil sector (export) development and youth employment (public, private, NGO's)
 - o Consider how youth voice can be integrated in project, for example through partnerships with youth associations, youth panel NL MFA, CFYE youth champions.
 - o Identify relevant public and private sector actors (including possible incubators/accelerators, TVET schools, etc) and agree on collaboration in MOU.
 - o Identify SMEs that are frontrunners in relevant areas such as youth employment, sustainability or production of high quality special oil suitable for export markets
- *Project implementation;*
 - o Manage implementation of the defined activities of the project, ensure that the overall project objectives following the TOC are being met
 - o Management of relationship with project partners
 - o Report to CBI programme manager on progress on activities/KPIs on a regular basis.
 - o Report any issues in the implementation of the project to CBI programme manager

The consultant will be part of the core CBI team that initially will consist of a programme manager, project officer, administrative assistant and MEL and CSR advisor, based in The Netherlands. The team in Morocco may be further expanded based on the needs of the project and in collaboration with the Project Manager. Further project support from HQ is available on market intelligence and communications

6. Implementation period and expected LOE

This role concerns a full time position, starting for 6 months, with a possibility to be extended for the total project duration (2027). We are looking for someone that is preferably based in Fez or Meknes, with willingness to travel in the region and country, and possibly also to the CBI office in The Netherlands.

The contract is planned to commence in October 2024. Detailed timings will be discussed with the CBI programme manager.

7. Required qualifications and requirements:

- Strong business acumen and understanding of market system development (MSD) and/or market system transformation concepts
- Strong affinity with youth empowerment and employment, gender and social inclusion, and decent work.
- Higher education degree in agricultural economics, environmental science, business administration or a related field.
- 5-7 years of working experience in project management
- Good organisational and planning skills and sound problem-solving and decision-making skills.
- Ability to work autonomously and as part of a remote central team.
- Must have the right to work in Morocco and be based in Morocco (Meknes/Fez region)
- Excellent written and verbal communication skills in English, French and Arabic .
- Experience and network in the olive oil sector is considered a pre.