

**Final Evaluation of the Projects of the MCA-Morocco Compact – Lot  
3 –Final Evaluation of the “Artisan and Fez Medina” Project and the  
“Functional Literacy and Vocational Training (FLVT)” Activity,  
Contract No. APP/2012/PP10/QCBS/ME-16-lot-3**

# Methodology Report

Preliminary version 01

AFM  
Artisan and Fez Medina Project

30/05/2013

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**Disclaimer**

The evaluators are solely responsible for the content of this report, which can in no case be considered to reflect the opinion of the *Agence du Partenariat pour le Progrès* (APP), the Millennium Challenge Corporation (MCC), Transtec, or any other institution and/or individual mentioned in this report.

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## ACRONYMS

ADER	Agence de Développement et de Réhabilitation de la Medina de Fez
AFM	Artisan and Fez Medina Project
AMU	Activity Management Unit
APP	Agence du Partenariat pour le Progrès
CFA	Centre de Formation par Apprentissage
CQPAT	Centre de Qualification Professionnelle des Arts Traditionnels
EQ	Evaluation question
ET	Evaluation topic
FG	Focus group
FL	Functional literacy activities
FLVT	Functional literacy and vocational training activities
FNE	Fonds National de l'Environnement
FODEP	Fonds de Dépollution Industrielle
GK	Gas kiln
MA	Ministry of Artisanry
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MCQ	Multiple choice questions
ME	Microenterprise
MEP	Monitoring and Evaluation Plan
NGO	Non-governmental Organization
OFPPT	Office de la Formation Professionnelle et de la Promotion du Travail
PAP	Population affected by the project
PAR	Resettlement Action Plan
PEAQC	Programme d'Elargissement de l'Accès aux Qualifications et Compétences

PLY	Place Lalla Ydouna
PMU	Project Management Unit
RADEEF	Régie Autonome de Distribution d'Eau et d'Électricité de Fez
SMEs	Small and Medium-sized Enterprises
SVP	Please
SWOT	Strengths - Weaknesses - Opportunities - Threats
TOR	Terms of Reference
UNESCO	United Nations Educational Scientific and Cultural Organisation
VAT	Value added tax
VT	Vocational training
VTC	Vocational training center

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## Introduction

This report describes the methodology to be used in the final evaluation of the “Artisan and Fez Medina (AFM)” Project, contract N°APP/2012/PP10/QCBS/ME-16-lot-3. It also analyzes the risks of the evaluation in question, as required by the *Agence du Partenariat pour le Progrès* (APP). This report was prepared after an in-depth document review and the initial meetings organized with APP, whom we thank for its spirit of collaboration.

## Incomplete documentation and databases – methodological repercussions

Thanks to the collaboration of APP and independent research, the team is now in **possession of several indispensable documents** that have enabled it to perform some of the analytical tasks programmed for the initial phase of the evaluation (phase 1 of the Terms of Reference). However, it should be noted that **several key documents**, such as the annual and final reports of the projects to be evaluated, the reports from the service providers, the logical frameworks of the interventions containing the analysis of assumptions and risks, and the financial and other reports **have not been received to date**. This less-than-optimal situation has kept the team from ascertaining precisely which activities have been carried out, their respective intervention logics, and their status.

This state of affairs has a **direct impact on the ability to finalize the matrix of several semistructured interviews**, which will therefore have to be finalized once the documents are received and as field activities progress. In order to minimize the impact of this situation on the evaluation tasks, an initial series of interviews will be conducted, mainly with APP, PMUs, donors, the respective public authorities, and AFM subcontractors. These interviews and their objectives must necessarily be flexible, since they cannot be based on a preliminary analysis of primary documents. The interviews will therefore be understood as a means to obtain missing contextual information about the project. The results of these initial interviews and the analysis of the missing documents will enable the evaluation team to proceed to the finalization of the later interviews.

The **impact** of this problem on the detailed design of the questions to explore in the **focus groups (FG)** is **minor** (considering the nature of this tool and its use in this evaluation) **but not negligible**. To illustrate this, one only cites the example of the AFM Artisanry/Promotion evaluation, whose documents the team has not yet received—documents that would enable it to understand exactly what type of activities were designed and implemented in the three intervention categories (promotional activities, label, and tourist circuits) and their intervention logic.

In an evaluation, the identification of relevant documents commonly occurs in **successive cycles**, generally at the end of the evaluation. It is only during the document review that the team can learn about the existence of other relevant documents and then request them either from the evaluation’s sponsoring entity or other external entities. This standard procedure will be applied to this evaluation.

Beyond the fact that the documents have not been received, **the evaluators need to be informed about any initiatives** (conferences, presentations) **organized by the projects that will be evaluated** during the evaluation period and invited to attend. The decision about whether to

participate in these types of activities will be up to each expert hired. Reading the Friday, May 17, 2013 issue of *L'Opinion*, for example, the team learned that on Wednesday, the 15th, there had been a public presentation of the national label for Moroccan artisanry in Rabat, given within the framework of the AFM Artisanry project and co-organized by the Ministry of Artisanry, APP, and MCC. It is unfortunate that the team was not invited to attend this presentation; the participation of the lead evaluator would have considerably advanced knowledge about the intervention and provided an opportunity to engage with a number of key stakeholders.

A **major impediment** to the detailed design of the methodology is the **failure to receive complete standardized databases containing information on the beneficiaries of the interventions** to be evaluated. In fact, **the only complete database** that the team has received is the one for the Fez Medina interventions; the databases for the other interventions are largely incomplete when it comes to such key elements as the beneficiaries' contact information and gender, the activities in which they have participated, and others (artisanry). This state of affairs **has repercussions** for the design of the **methodology** and especially the **survey work**. For the time being, the **high-level criteria have been established** to move forward with the preparatory work; however, the **sampling cannot be conducted, the database cannot be constructed, testing cannot be done**, and—naturally—the **surveys cannot be administered** until the complete databases are received, analyzed, and processed. This could lead to delays in the overall evaluation process.

It cannot be emphasized enough that the databases must contain **reliable, up-to-date contact information** (physical address, phone number) on the interventions' beneficiaries; for the moment, addresses are available only for the Fez Medina activity. Absent that information, it will be impossible to conduct the surveys on the rest of the interventions and a good part of the interviews and focus groups.

The TOR rightly stress inclusion of the **gender dimension** in the evaluation. This objective is fully understood and shared by the team, which has designed the evaluation tools with this in mind. Unfortunately, we are obliged to say that the databases we have received to date do not contain information on the beneficiaries' gender. This is especially true for the AFM-Artisanry interventions. In light of this, the design of the sample to interview must be based on arbitrary assumptions or it will be impossible to complete the task.

#### **The methodology design involved four phases:**

1. **Design of the preparatory internal tools, done jointly:** Based on the methodology outlined in the proposal and a prior document review, the methodology expert developed coherent preparatory and internal documentation tools for use by all the evaluators in the subsequent phases: these tools have been shared and documented internally.
2. **Assisted individual preparation:** Using a common methodology (see pt. 1) and the documentary analysis possible under the circumstances, each evaluator analyzed the topics pertinent to the evaluation activities under his/her purview, as formulated in the TOR, identifying the tools for each activity and target population (as appropriate). This assistance was provided remotely by the methodology expert.
3. **Methodology workshop:** This consisted of one week of intensive work (week of May 13, 2013) with the evaluators, the statistician, and the methodology expert in order to:
  - verify and validate the analysis of the evaluation topics and tools conducted by the subject specialist evaluators;
  - finalize the evaluation questions for each tool;
  - discuss new stratification criteria in response to APP's request to limit the geographic scope of the FLVT surveys conducted in conjunction with the AFM surveys, and analyze its implications (scenario analysis).

4. **Familiarization with the use of focus groups.** One day of the workshop was devoted to familiarizing the evaluators (internal training) with the use of FG in the evaluation in question, providing them with tools for bibliographic reference, simulations, and participant performance analysis through these simulations. Training sheets (internal material) were prepared and distributed; these will be used by the evaluators as support in training the interviewers' supervisors.

**The work in designing the methodology has confirmed the validity of the approach and general structure outlined in the proposal. The choice of analytical tools has been confirmed, and the tools have been integrated by means of an additional tool (SWOT analysis).**

**Several changes have been made** to best meet the **evaluation objectives**. These will be described in the sections that follow.

The evaluation of the Artisan & Fez Medina Project and the Functional Literacy and Professional Training Activity having been conducted simultaneously, streamlining the activities **requires that both components of the evaluation be considered** for the description of the geographic scope and sampling approaches for the surveys of beneficiaries.

## Surveys of beneficiaries – geographic scope

- The geographic scope of the surveys for evaluating the **AFM is confirmed**.
- As for the surveys used to evaluate the FLVT, at the meeting of May 9, 2013, APP suggested that the consultants **examine the methodological impact of reducing the geographic scope of the exercise, limiting the analysis to 2-3 Regions of the Kingdom** instead of the 14 mentioned in the TOR. The analysis revealed that scope could be substantially reduced, all the while guaranteeing methodological rigor. However, for the **functional literacy efforts** the reduction should not be to 2-3, but **4 Regions and for vocational training, 5**. These Regions were selected because of the concentration of beneficiaries and their representativeness in the different professions targeted by the intervention.

It should be noted that the new scenario would affect the way interviewers and their supervisors were chosen. While these professionals were originally to be sought and recruited throughout the Kingdom, adhering to the criterion of proximity (to capitalize on the agents' knowledge of the locations and guarantee efficiency in their travel by minimizing the length of hotel stays), the recruiting would have to change, using only interviewers and supervisors living in the Regions selected. Although this new scenario would complicate the recruitment process, primarily because of its partial repetition, it is still doable, as phase 1 of the evaluation called for the identification of a pool of 80 interviewers.



## Surveys of beneficiaries – sampling

**The size of the sample** was kept to 1297 individuals, pursuant to the TOR. The reasons for this choice are budgetary and quality concerns. First, the size of the sample was based on the budgetary credits allocated to the evaluation, after considering the cost of collecting the data on the statistical units. Second, the 1297 individuals selected respond to the need to obtain significant results for the main variables, which influences the inclusion of the beneficiaries (strata created), given the difficulties involved in collecting the statistical units and the problem of nonresponse, which is *de facto* relatively high for this type of study. The breakdown of the sample is presented in the following table, reproduced from the TOR:

Activity and subactivity	Number of strata	Number of beneficiaries	Sample size
Fez Medina	6	1000	100
Production support	18	2332	70
Promotion	36		100
Functional literacy activities	152	25000	500
In-house training (Intern Group 2012/13)	50	800	50
In-house training (Interns that dropped out)	50		50
Training through apprenticeship (First Group)	50	1500	50
Continuing education	50	15000	150
Increasing access to qualifications and competencies	12	7582	227
Total	424		1297

To better ensure achievement of the objectives and quality control of the survey results, the Consultant opted for **stratification of the target populations** to form homogeneous groups by variable in correlation with the variable of interest.

Effective stratification not only facilitates better representativeness of the population as a whole but improves the accuracy of the results for homogeneous groups. However, this method will not consist of a uniform comparison of the stratification variables, but will vary by level due to the very small size of the samples to be interviewed. Annex A contains the **definition of the sampling criteria (stratifications)**, which respect the choice of the 5 Regions for the FLVT interventions and the locations indicated in the TOR for the AFM interventions. These criteria represent a specification beyond the one contained in the initial proposal so as to better meet the evaluation objectives, adapt the study to the concentration of beneficiaries in the regions selected, and guarantee that the number of interviews conducted conforms to the TOR, while respecting the need to include the gender dimension in the evaluation.

It should be noted that the sampling was conducted under **less-than-optimal conditions**, due to problems connected with the nonreceipt or only partial receipt of the databases.

In preparing **the sample design**, contractual obligations were respected, as were the survey constraints, which consisted mainly of the means available and the delays incurred. The sampling technique chosen should minimize both bias and variance. Given the availability of a rich sampling base (exhaustivity and reliability) and evaluation context, the Consultant opted for **systematic sampling with equal probability within the strata constructed**. This type of sampling is very common, as it offers better-quality results and does not require any type of adjustment. With this

type of sampling, however, the sample is scattered over a wide geographical area. This has direct repercussions for the cost of data collection in the field. The beneficiaries will therefore be classified in a set order (according to the different modalities of the stratification variables), and the sample will be systematically selected with equal probability and the same interval between subjects.

**The starting unit is drawn by simple random sampling** of the names between 1 and the sampling interval. The units to interview are then automatically drawn using appropriate software, as described in the next section and Annex A.

## Surveys of beneficiaries – software

The interviewers will obtain the data through off-line interviews. The data will then be uploaded to the project database as soon as the interviewers have Internet access.

**Effective data processing software will be used** to permit consultation of the completed questionnaires and access the data required for the analysis. Within this context, the **CSPro** software package has been selected because it allows user to create, modify, and manage data entry, correct by editing lots, and prepare tables with a single integrated product. CSPro has a sophisticated programming language.

**CSPro applications** permit faster data entry and the development of effective procedures based on the inputs. Users can create rules and pathways that enable them to answer specific questions automatically based on the preceding responses and use the opening dashboard to quickly enter the data in a matrix similar to a spreadsheet.

CSPro allows users to create validation rules to ensure correct data entry through well-defined rules or error messages in the case of logical inconsistencies.

CSPro also enables users to set up a **data entry control module** in order to monitor proper entry of questionnaire data, automatically checking the consistency of the information inputted. For data entry or searching, the software has several screens that provide faithful representation of the information, displaying it as seen in the questionnaire. This module will be organized in menus to enable users to add, modify, or delete the data entered, register questionnaires, search for a questionnaire, etc. The automatic component for monitoring the consistency of the data entered will have an important place in this module. Two types of automatic monitoring will be used for the data entered:

- Automatic monitoring of a single datum
- Automatic monitoring of several data

This feature will **yield a coherent database** that will feed any other module created.

The software will also include a **module for adjusting the response rate** to identify which categories have a zero or low response rate, which could affect the quality of the results. The response rate below which the results are deemed not to be significant will be studied and established by the team statistician in close cooperation with the study's monitoring committee.

The Consultant will employ **two techniques for handling nonresponses to limit the bias** associated with nonresponse:

- Reweighting of respondents in the case of total nonresponse (no response to the survey): the weight of the sample of respondents is increased to compensate for the existence of nonresponse.
- Imputation of the missing values in the case of partial nonresponse (part of the questionnaire is incomplete): a “plausible” value will be substituted for missing responses.

After examining the quality of the information collected and calculating the response rate, **a list of tables will be prepared** and arranged to permit the exhaustive use of all information in the questionnaires and the calculation of all the established indicators. The output tables will be generated automatically (table-generation module) using **three types of tabulation**:

- Simple tables showing the distribution of variables by variable.
- Cross-tabulations showing the linked distributions
- Tables based on the variables designed

**The following data analysis methods will be used:**

- Impact analysis methods
- Quantitative and qualitative situation analysis techniques
- Before and after comparison testing
- Summary indicators
- Univariate, bivariate, and multivariate analyses

## **Matrices: Evaluation topics / tools / target groups**

As described in the proposal, the basis for developing the methodology was the preparation by each evaluator of a series of matrices on the evaluation topics /tools/ target groups (Section 2.3 of the proposal). In order to prevent any terminological ambiguity, the following convention was adopted:

- **Evaluation topic (ET)**: the questions formulated in the project’s Terms of Reference, to which the evaluation must respond (*e.g., Have potters been able to acquire a gas kiln under the mechanisms provided by the project?*)
- **Evaluation questions (EQ)**: the questions formulated by the team through various tools (*e.g., Please tell me if you’ve had trouble purchasing the gas kiln for your work–i) no problem; ii) unable to obtain a loan from the bank; iii) I preferred not to replace my traditional kiln; iv) etc...*)

For each evaluation topic formulated in the TOR, the matrices identify the evaluation tools to employ and the target groups (in the case of several target groups—for example, beneficiaries/ service providers/ national authorities, etc.).

The “triangulation of findings” principle was applied insofar as possible, in order to approach the evaluation topics from different perspectives.

These matrices were then used in the preparation of the evaluation tools.

The following matrices appear as annexes to this document: –

- Matrix: AFM – Fez Medina (Annex B1)
- Matrix: AFM – Artisanry – Promotion (Annex B2)
- Matrix: AFM – Artisanry – Production (Annex B3)

## Surveys of beneficiaries – questions

Much of the work in the May 2013 workshop involved the design of the questions to include in the survey questionnaires.

All the methodological assumptions contained in the proposal are confirmed, namely:

- The interviews will be purely quantitative, as required in the TOR (pg. 35).
- Therefore, “pure” open questions will be avoided; instead, questions permitting unproblematic qualitative responses, multiple choice questions, dichotomous questions, closed multiple choice questions, or even open numerical questions have been used in the design of the survey questionnaires.
- Focused techniques make it possible to compile qualitative indicators and end up with quantitative elements. In light of this, some questions were formulated around the “agreement” and “disagreement” of the target groups. Such questions are based on the Likert “forced choice” scale—that is, using an even number of options from 1 to 6 to avoid having a middle response option. This situation — where a high frequency of interviewees choose the “neutral” option in the middle of a scale with an uneven number of possible responses—occurs rather often with sensitive questions and thus creates many problems for data preparation and interpretation. Having an even number of responses averts this problem by forcing interviewees to take a position, even with sensitive questions.
- To guarantee the internal consistency of the survey results, in all questions requiring a response based on a scale of 1 to 6 (Likert, or open numerical questions), the number 1 always represents the highest degree of satisfaction, while 6 always represents the highest degree of dissatisfaction.
- The interviewers will conduct the surveys face-to-face with the interviewees. The survey should take from 40 minutes to an hour, but this will vary with the complexity of the interventions evaluated. Each interviewer must be prepared to administer a maximum of 5 surveys per day. At day’s end, the interviewer should be in a position to transmit the surveys that he or she has administered and verified for final validation by the supervisor before their transmission to the central data processing center.

This work has yielded lists of questions to include in the survey questionnaires, attached as annexes to this report (the C annexes, where the **questions to include are found in the column “Evaluation questions”**). The next stage will be the statistician’s transposing of the survey questions to the selected software to permit their direct use by interviewers in the surveys.

The following specific cases should be noted:

- As amply described, the evaluation tools were designed under less-than-optimal conditions—that is, without having received several key documents on the interventions to be evaluated. Some of the questions included may therefore have to be reformulated (or integrated) after the missing documents are analyzed.
- The characteristics of the AFM/Artisanry subactivities—Promotion and Production—call for two different surveys for the two respective categories of intervention beneficiary.
- The characteristics of the AFM/Artisanry Promotion subactivity require the differentiation of a number of evaluation questions for beneficiaries about the activities, focusing respectively on the export, tourism, and domestic markets.

The following matrices appear as annexes to this report:

- Matrix: Survey Questions: AFM – Fez Medina (Annex C1)
- Matrix: Survey Questions: AFM – Artisanry/Promotion (Annex C2)
- Matrix: Survey Questions: AFM – Artisanry/Production (Annex C3)

## Focus Groups – discussion topics

The guidelines for the FG methodology as presented in the proposal are once again confirmed. However, some changes will be made to better meet the evaluation requirements:

- The number of FGs was slightly more than the number in the proposal, and their location and participation were reviewed. The FG situation after the redefinition of the methodology is described in the D annexes and is now as follows:
  - AFM – Artisanry/Promotion:
    - 1 FG – Promotional campaigns (Marrakech)
    - 1 FG – Tourist circuits (Marrakech)
    - 1 FG – Label (Fez)
  - AFM – Artisanry/Production: 2 FGs (Fez, Marrakech)
  - AFM – Fez Medina:
    - 1 FG Tourism and artisanry guides
    - 1 FG Participants Forum: Environment
    - 1 FG PAR beneficiaries
    - 1 FG Enterprises and subcontractors
    - 1 FG Management teams and supervisory staff
    - 1 FG Implementation teams

The annexes below present the discussion topics that will be addressed in the FGs. As indicated above, changes could be made in some of these FGs once the missing documentation on the situation is analyzed; this is particularly true for the FGs on AFM – Artisanry/Promotion (projects for which basic information on the activities designed and implemented is largely lacking).

- FG discussion topics - AFM – Artisanry (Annex D1)
- FG discussion topics - AFM – Fez Medina (Annex D2)

## Semistructured interviews – interview guides

As specified in the proposal, the evaluation interviews will be semistructured and administered by the expert evaluators (and not, therefore, by the interviewers or supervisors). The semistructured interviews will allow the evaluators to follow an interview guide, while giving them an opportunity to personalize the interview (adding questions, reformulating and/or omitting some questions). This will enable them to take better advantage of the opportunity for contact with the interviewees and tailor the interview content to the interviewees' knowledge and experience with their own projects. The structure of the interview guides prepared during the design of the tools should therefore be considered both flexible and open. It remains to point out that several discussion items were designed to cover a number of evaluation criteria simultaneously.

The E annexes contain the interview charts. The following cases should be noted:

- AFM – Fez Medina: 4 target groups will be interviewed, namely:
  - Ministries and regional delegations:
    - Subgroup SECA, DRA, MA
    - Subgroup MEE, DRE, RADE, EF
    - Subgroup MT, OT
    - Subgroup MH, AU
  - Management units
    - Subgroup ADER
    - Subgroup APP, PMU
  - Territorial administrations
    - Subgroup Wilaya
    - Subgroup city/ municipality
  - Service providers (consultants)

For the AFM – Fez Medina evaluation, due to the delay in the receipt of the key project documents, only the interview guides for the “Ministries and regional delegations” group (and its subgroups) could be prepared.

The following charts appear as annexes to the report:

- Interviews: AFM – Artisanry production/ service providers (Annex E1)
- Interviews: AFM – Artisanry promotion/ service providers (Annex E2)
- Interviews: AFM – Artisanry production/APP, PMU, Ministries, other public institutions (if relevant) (Annex E3)
- Interviews: AFM – Artisanry promotion/APP, PMU, Ministries, other public institutions (if relevant) (Annex E4)
- Interviews: AFM – Fez Medina/ Ministries and regional delegations (Annex E5)

## Logistics – letters of introduction

To ensure smooth implementation of the evaluation and prevent potential problems at meetings with people targeted by the evaluation activities, APP is requested to write a **letter of introduction for each member of the team** to explain the purpose of the evaluation, introduce the members of the validated team, and thank evaluation's target groups for their active collaboration while reassuring them of the confidentiality of the opinions expressed.

## Evaluation risk analysis

The risk analysis shows that this evaluation could be threatened by two types of risks:

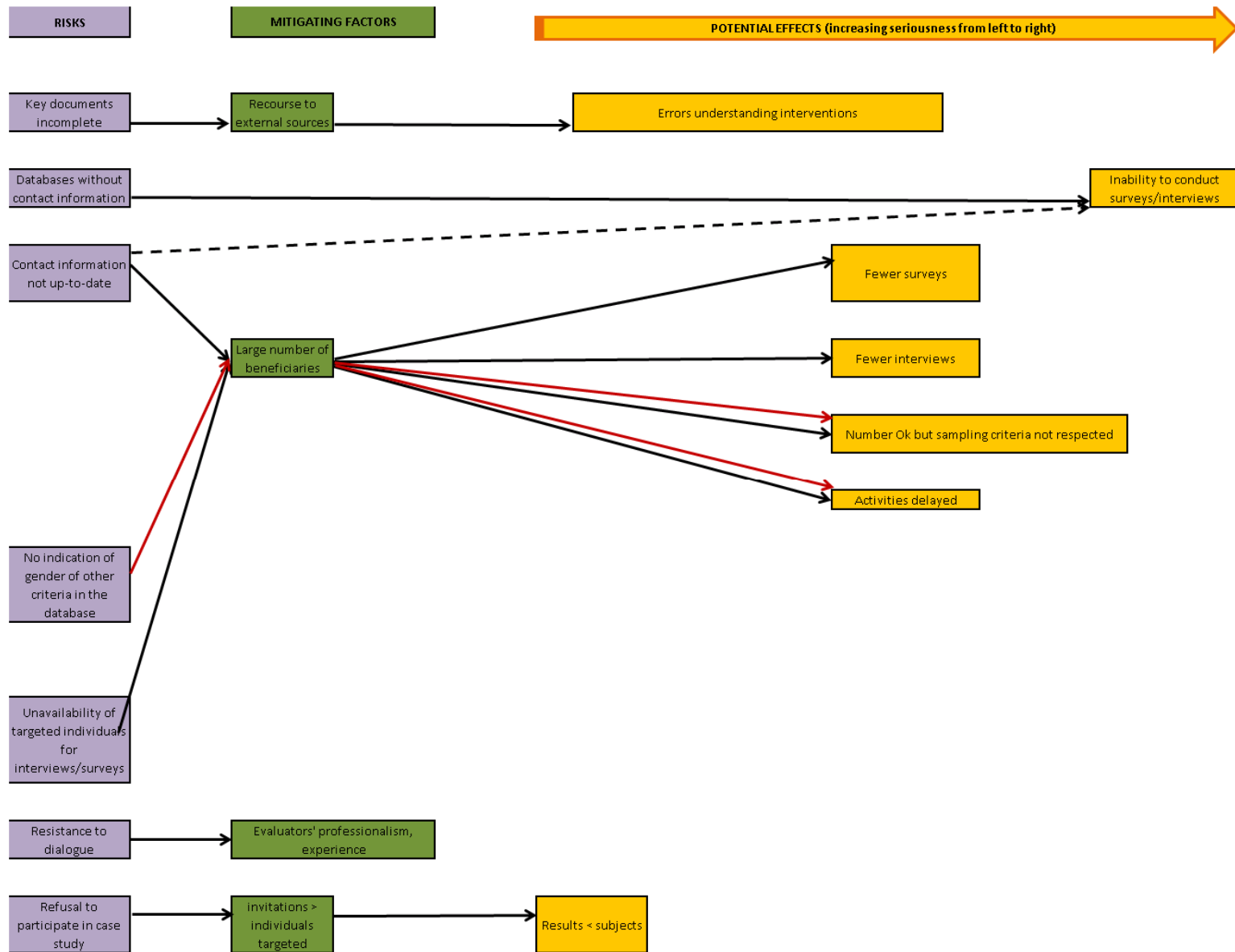
- Risks that can be mitigated by the team;
- Risks that cannot be mitigated by the team; (risks that, should they materialize, will have an impact on the validity of the evaluation itself.

The figure on the next page shows the analysis of the evaluation risk factors, which are discussed in the table below:

Risk factors	Mitigation	Potential effects
Incomplete set of key documents: the team either did not receive all the documents necessary for the evaluation or the interventions were improperly documented	Recourse to complementary and additional sources (project partners, stakeholders)	This could lead to errors in understanding the interventions or methods, which could affect the quality of the reports. The seriousness of this problem may vary from case to case
Certain intervention databases lack contact information for the beneficiaries of the interventions (address, phone)	<i>No mitigation by the team is possible</i>	The fieldwork to evaluate these interventions (surveys, interviews, focus groups) cannot be conducted. This would have a very serious impact.
The contact information in some of the databases is not up to date.	The large number of beneficiaries should make it possible to substitute the selected individuals with others; however, this depends on the quality and completeness of the databases.	If substitution is impossible, the fieldwork to evaluate these interventions (surveys, interviews, focus groups) cannot be conducted. This would have a very serious impact. If substitution is possible, it could have four moderate-to-serious effects: <ol style="list-style-type: none"> <li>1. The anticipated number of surveys cannot be conducted;</li> <li>2. The anticipated number of interviews cannot be conducted;</li> <li>3. The anticipated number of surveys and interviews can be respected more or less, but the sampling criteria (gender, region, activities, etc.) may not be;</li> <li>4. Delays in the activities and deliverables are very likely.</li> </ol>
For certain beneficiaries, the databases lack information needed for sampling (gender, region, activities, etc.).	The large number of beneficiaries should permit the sampling of other individuals whose information is in the database; however, this again depends on the quality of the databases.	If the quality of the database permits the sampling of other individuals whose information is there, the problem could be solved. If, on the other hand, the problem of missing sampling information is found throughout the database, it would have major repercussions for the analysis, which would be random and unable to consider the established sampling criteria. There will be a high probability of delays in activities and deliverables.
Unavailability of the persons targeted for the interviews and surveys	The large number of intervention beneficiaries should make it possible to substitute the selected	This problem is foreseeable, but it is reasonable to assume that it falls within the norm of all evaluation activities; in effect, no

Risk factors	Mitigation	Potential effects
	individuals with others; however, this depends on the quality of the databases.	<p>major impact is anticipated.</p> <p>If, on the other hand, the phenomenon is widespread (a sufficiently large number refuse to participate) and/or the quality of the population in the database does not allow substitution with people who have the same characteristics, the following problems could arise:</p> <ol style="list-style-type: none"> <li>1. The anticipated number of surveys cannot be conducted;</li> <li>2. The anticipated number of interviews cannot be conducted;</li> <li>3. The anticipated number of surveys and interviews can be respected more or less, but the sampling criteria (gender, region, activities, etc.) may not be;</li> <li>4. There will be a high possibility of delays in activities and deliverables.</li> </ol>
The individuals targeted agree to be interviewed or participate in the survey but are unwilling to engage in a dialogue.	The professionalism and extensive experience of the evaluators, combined with the presence of a large number of Moroccan experts, should keep the impact of this problem to a minimum.	<i>No significant negative effects anticipated.</i>

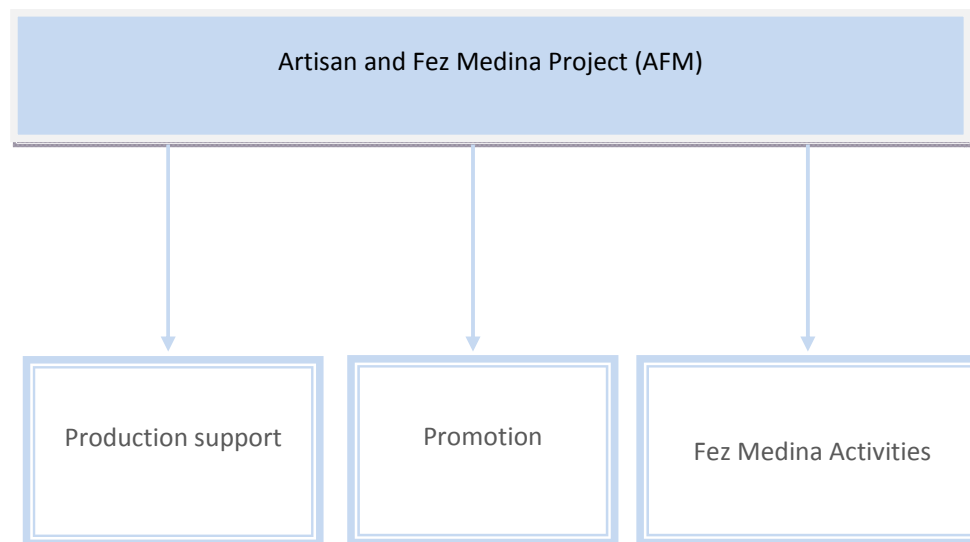


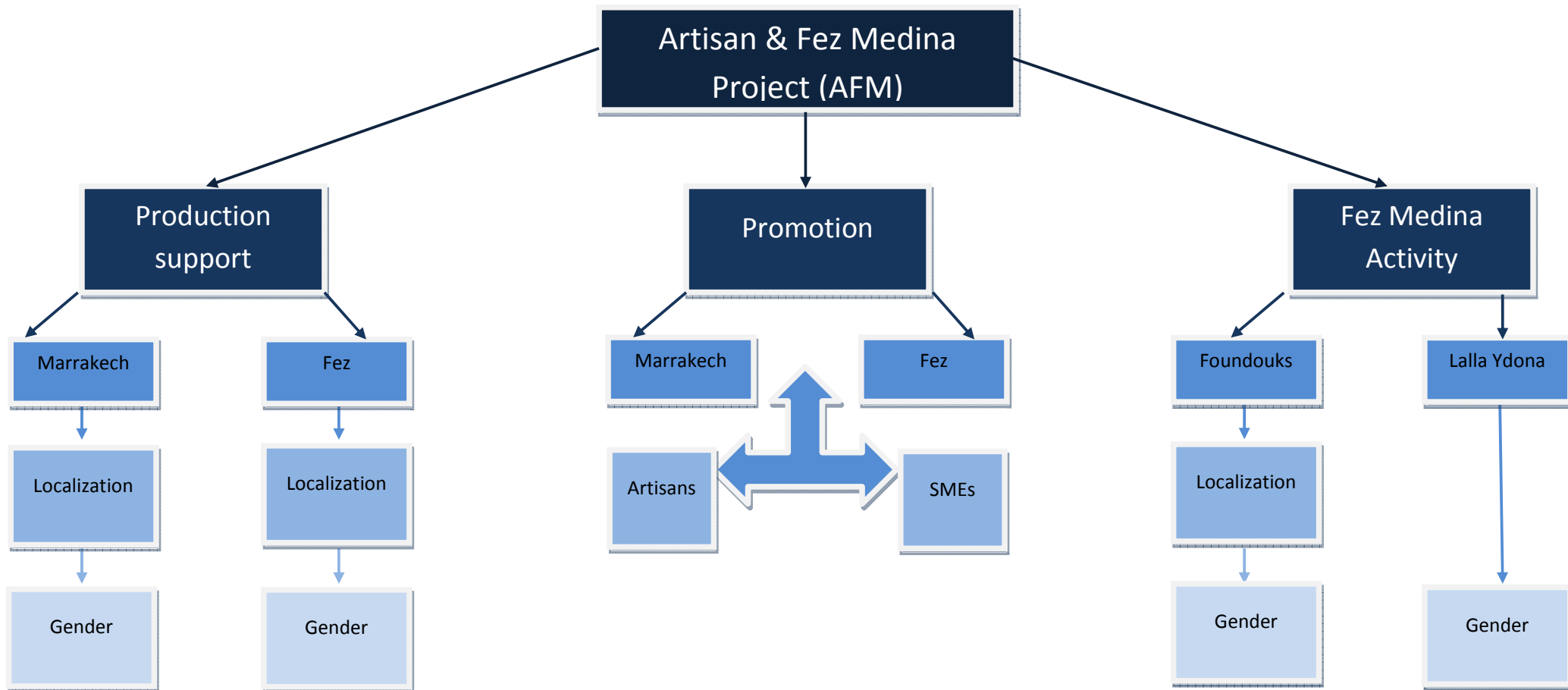


## ANNEX A

### STRATIFICATION CRITERIA - SURVEYS

**Stratification scheme for the sample**





a- Subactivity: Production support

						stratum	Number
Fez Medina Artisanry (AFM)	Production support	year 1	Fez	monoartisans	Male	stratum 1	4
Fez Medina Artisanry (AFM)	Production support	year 1	Fez	SMEs	Male	stratum 2	4
Fez Medina Artisanry (AFM)	Production support	year 1	Fez	Employee	Male	stratum 3	4
Fez Medina Artisanry (AFM)	Production support	year 1	Marrakech	monoartisans	Male	stratum 4	4
Fez Medina Artisanry (AFM)	Production support	year 1	Marrakech	SMEs	Male	stratum 5	3
Fez Medina Artisanry (AFM)	Production support	year 1	Marrakech	Employee	Male	stratum 6	4
Fez Medina Artisanry (AFM)	Production support	year 2	Fez	monoartisans	Male	stratum 7	4
Fez Medina Artisanry (AFM)	Production support	year 2	Fez	SMEs	Male	stratum 8	4
Fez Medina Artisanry (AFM)	Production support	year 3	Fez	Employee	Male	stratum 9	4
Fez Medina Artisanry (AFM)	Production support	year 2	Marrakech	monoartisans	Male	stratum 10	3
Fez Medina Artisanry (AFM)	Production support	year 2	Marrakech	SMEs	Male	stratum 11	4
Fez Medina Artisanry (AFM)	Production support	year 2	Marrakech	Employee	Male	stratum 12	4
Fez Medina Artisanry (AFM)	Production support	year 3	Fez	monoartisans	Male	stratum 13	4
Fez Medina Artisanry (AFM)	Production support	year 3	Fez	SMEs	Male	stratum 14	4
Fez Medina Artisanry (AFM)	Production support	year 3	Fez	Employee	Male	stratum 15	4
Fez Medina Artisanry (AFM)	Production support	year 3	Marrakech	monoartisans	Male	stratum 16	4
Fez Medina Artisanry (AFM)	Production support	year 3	Marrakech	SMEs	Male	stratum 17	4
Fez Medina Artisanry (AFM)	Production support	year 3	Marrakech	Employee	Male	stratum 18	4
							70

b- Subactivity: Promotion

Fez Medina Artisanry (AFM)	Promotion	Class 1	Fez	monoartisans	Male	stratum 19	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Fez	monoartisans	Female	stratum 20	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Fez	SMEs	Male	stratum 21	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Fez	SMEs	Female	stratum 22	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Fez	Employee	Male	stratum 23	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Fez	Employee	Female	stratum 24	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Marrakech	monoartisans	Male	stratum 25	2
Fez Medina Artisanry (AFM)	Promotion	Class 1	Marrakech	monoartisans	Female	stratum 26	2
Fez Medina Artisanry (AFM)	Promotion	Class 1	Marrakech	SMEs	Male	stratum 27	2
Fez Medina Artisanry (AFM)	Promotion	Class 1	Marrakech	SMEs	Female	stratum 28	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Marrakech	Employee	Male	stratum 29	3
Fez Medina Artisanry (AFM)	Promotion	Class 1	Marrakech	Employee	Female	stratum 30	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Fez	monoartisans	Male	stratum 31	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Fez	monoartisans	Female	stratum 32	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Fez	SMEs	Male	stratum 33	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Fez	SMEs	Female	stratum 34	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Fez	Employee	Male	stratum 35	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Fez	Employee	Female	stratum 36	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Marrakech	monoartisans	Male	stratum 37	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Marrakech	monoartisans	Female	stratum 38	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Marrakech	SMEs	Male	stratum 39	3
Fez Medina Artisanry (AFM)	Promotion	Class 2	Marrakech	SMEs	Female	stratum 40	2
Fez Medina Artisanry (AFM)	Promotion	Class 2	Marrakech	Employee	Male	stratum 41	2
Fez Medina Artisanry (AFM)	Promotion	Class 2	Marrakech	Employee	Female	stratum 42	2
Fez Medina Artisanry (AFM)	Promotion	Class 3	Fez	monoartisans	Male	stratum 43	3

Fez Medina Artisanry (AFM)	Promotion	Class 3	Fez	monoartisans	Female	stratum 44	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Fez	SMEs	Male	stratum 45	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Fez	SMEs	Female	stratum 46	2
Fez Medina Artisanry (AFM)	Promotion	Class 3	Fez	Employee	Male	stratum 47	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Fez	Employee	Female	stratum 48	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Marrakech	monoartisans	Male	stratum 49	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Marrakech	monoartisans	Female	stratum 50	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Marrakech	SMEs	Male	stratum 51	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Marrakech	SMEs	Female	stratum 52	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Marrakech	Employee	Male	stratum 53	3
Fez Medina Artisanry (AFM)	Promotion	Class 3	Marrakech	Employee	Female	stratum 54	2
							100

c- Subactivity: Fez Medina :

<b>Fez Medina Artisanry (AFM)</b>	<b>Fez Medina Activity</b>	<b>Fondouks</b>	<b>Sbétriine</b>	<b>Male</b>	<b>stratum 55</b>	<b>2</b>
<b>Fez Medina Artisanry (AFM)</b>	Fez Medina Activity	Fondouks	Staouniine	Male	stratum 56	21
<b>Fez Medina Artisanry (AFM)</b>	Fez Medina Activity	Fondouks	Staouniine	Female	stratum 57	1
<b>Fez Medina Artisanry (AFM)</b>	Fez Medina Activity	Fondouks	Barka	Male	stratum 58	4
<b>Fez Medina Artisanry (AFM)</b>	Fez Medina Activity	la Place Lalla Ydona		Male	stratum 59	56
<b>Fez Medina Artisanry (AFM)</b>	Fez Medina Activity	la Place Lalla Ydona		Female	stratum 60	16

100

## **ANNEX B1**

### **MATRIX: Evaluation topic / tool / target group 'AFM – FEZ MEDINA'**

# AFM Evaluation – Fez Medina

## Matrix: Evaluation topic/ tool/ target group

	An. Doc	INTERVIEW									SURVEY	FOCUS  GROUP
EVALUATION TOPIC		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATI ONS		SERVICE PROVIDER		
		SEC A  DRA MA	MEE  DRE RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
RELEVANCE												
1.To what degree did the various project activities link to the national strategies within the artisanry, tourism, and rehabilitation of cultural heritage sectors?	X	X		X	X	X			X	X		
2.Does the project ensure convergence between the artisanry and tourism sectors and the area of the rehabilitation of cultural heritage, as was foreseen in the intervention logic? What were the constraints of this convergence?	X	X		X	X	X	X	X	X	X		X
3.How valid was the project’s intervention logic when it comes to the fight against poverty?	X	X				X	X	X		X	X	
4.Identify possible problems linked to the project design (objectives, products, activities and strategy). In how far did the project design and implementation allow the set objectives to be reached?	X	X		X		X	X			X		X
5.To what extent did the products which were obtained from the implementation of the various activities meet the needs of direct beneficiaries? Are they appropriate and of good quality?	X							X	X	X	X	X



EVALUATION TOPIC	An. Doc	INTERVIEW									SURVEY	FOCUS GROUP
		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEMENT UNIT		TERRITORIAL ADMINISTRATIONS		SERVICE PROVIDER		
		SEC A DRA MA	MEE DRE RAD EEF	MT OT	MH AU	ADE R	APP PMU	Wilaya	City	Consultant		
6.Participative dimension: to what extent were the various stakeholders involved in the design and implementation of the various project activities: The population, beneficiary organizations, local communities and civil society actors...? What was the level of their involvement?	X	X		X	X	X	X	X	X		X	X
7.What about the relevance of the design and the way it was implemented, the PAR?	X	X				X	X	X			X	X
8.Are the business models that were suggested for the functioning of constructed or rehabilitated sites relevant?	X	X		X	X	X	X	X	X	X		
9.What synergies are there between the different activities which were carried out within this project? To what extent were the undertaken changes (using the regional foundouk, not returning the non-polluting artisans to the Lalla Yeddouna Square (PLY), the turnkey construction and delivery of production units...) relevant?	X	X		X	X	X	X	X	X			
10. What about the relevance of the awareness raising campaign (environment forum) on environmental protection which the project undertook for the population of the Fez Medina?	X		X			X	X	X	X		X	

	An. Doc	INTERVIEW									SURVEY	FOCUS GROUP
EVALUATION TOPIC		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATI ONS		SERVICE PROVIDER		
		SEC A  DRA MA	MEE  DRE RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
COHERENCE												
11. Coherence should be analyzed, firstly the internal coherence of the AFM project, between the sub-components “Fez Medina” and the other activities “Promotion and production”, but also in terms of the project’s complementarity with other projects financed within the MCA-Morocco framework.	X	X		X		X	X			X		
12. Was the project design coherent with the global and specific project objectives?	X	X	X	X	X	X	X	X	X	X		X
13. Were the means which were put in place in line with the set objectives and with the deadlines?	X	X	X	X	X	X	X	X	X	X		X
14. Coherence with other relevant interventions financed in Morocco by other providers of funds or grant-giving organizations	X	X	X	X	X	X	X	X	X	X		
15. Coherence of what was undertaken, be it for the AFM project or the FLPT activity	X							X	X	X		X

	An. Doc	INTERVIEW									SURVEY	FOCUS GROUP
EVALUATION TOPIC		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATI ONS		SERVICE PROVIDER		
		SEC A  DRA MA	MEE  DRE  RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
EFFECTIVENESS												
16. To what extent were the expected activity results achieved? What could explain possible divergences which were observed?	X	X	X	X		X	X	X	X	X		
17. To what extent did the effective results contribute to obtaining the specific project objectives and/or could they contribute in the future;	X	X	X	X		X	X	X	X	X		X
18. (How) did the PAR contribute to the protection of oued Jaouahir from waste generated by polluting artisanry activities in the PLY?			X			X		X		X		
19. What about the effectiveness of the awareness raising campaign (environment forum) on environmental protection that the project undertook for the population of the Fez Medina?			X			X		X	X	X	X	X
20. What about the effectiveness of the actions carried out by RADEEF in terms of the upstream protection (treatment of solid and liquid waste) and intercepting household waste close to oued Jaouahir?			X			X	X			X		

	An. Doc	INTERVIEW									SURVEY	FOCUS  GROUP
EVALUATION TOPIC		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATI ONS		SERVICE PROVIDER		
		SEC A  DRA MA	MEE  DRE  RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
EFFICIENCY												
21. Mobilization modalities for financial, technological, organizational and human resources (were they well mobilized within the desired time frame and at the lowest possible cost?)	X					X	X	X		X	X	
22. Implementation efficiency: analyzing the results in relation to the mobilized budget	X					X	X	X			X	
23. Budget: Analyze the difference between the estimated cost and the real cost of the construction work (direct and indirect costs) and services.	X					X	X	X			X	
24. Explanation of possible over-expenditure and delays which were observed	X					X	X	X		X	X	

	An. Doc	INTERVIEW									SURVEY	FOCUS  GROUP
EVALUATION TOPIC		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATI ONS		SERVICE PROVIDER		
		SEC A  DRA MA	MEE  DRE  RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
IMPACT												
25. Did the activity “Fez Medina” contribute to reaching the global aim	X	X	X	X	X	X	X	X	X	X	X	X
26. What effects (foreseen and/or not foreseen positive and/negative effects) did or will the implementation of PAR have on the various PAP categories? At this point, the provider should examine whether or not the positive effects were mainly felt by certain PAP categories;	X	X				X	X	X		X	X	X
27. Did the awareness raising campaign (environment forum) on environmental protection which the project undertook for the population of the Fez Medina have an impact?	X					X	X	X		X		X
28. Will the industrial water treatment process, which was planned for production units located in Ain Nokbi achieve the expected impact	X		X			X		X			X	X
29. Did the activity “Fez Medina” contribute to achieving the global objective	X	X	X	X	X	X	X	X	X	X	X	X

	A n. D o c	INTERVIEW									SURV EY	FOCUS GROUP
EVALUATION TOPIC		MINISTRIES REGIONAL DELEGATIONS				AND MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATION S		SERVICE PROVIDER		
		SEC A  DR A  MA	MEE  DRE  RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
SUSTAINABILITY												
1. What is the likelihood of the results being sustainable in the long term when it comes to (i) impact on policies, (ii) replication, (iii) infrastructure and services provided, (iv) benefits for individuals, households, and communities, (v) the sustainability of access to services which were provided by the activities?	x	x	x		x	x	x	x	x	x		
2. Analyze the experiences of different partner who took inspiration from the AFM project’s approach and intervention mode, both in terms of design and implementation. Have the partners committed to maintaining the project’s achievements? What measures for institutionalizing best practices?	x	x	x		x	x		x	x	x		
3. What are the recommendations for strengthening the project’s achievements and for ensuring their sustainability?	x	x	x	x	x	x	x	x	x	x	x	x
4. When looking jointly at the evaluation of the “continued training, AMF project” and continued training coming from the “Functional literacy and professional training activities”, what are the Ministry of Artisans’ plans to institutionalize and ensure the sustainability of the positive achievements of continued training in general?	x	x	x		x			x	x	x		
5. Will the business models put forward for the functioning of the constructed and/or rehabilitated sites in the context of the Fez Medina component allow these sites to function sustainably; will they guarantee the necessary maintenance?	x	x	x		x			x	x	x		

EVALUATION TOPIC	An. Do c	INTERVIEW									SURVEY	FOCUS  GROUP
		MINISTRIES AND REGIONAL DELEGATIONS				MANAGEM ENT UNITY		TERRITORIAL ADMINISTRATI ONS		SERVICE PROVIDE R		
		SEC A  DRA MA	MEE  DRE RAD EEF	MT  OT	MH  AU	ADE R	APP  PMU	Wilaya	City	Consultant		
SUSTAINABILITY												
6. Were the actions carried out within the project relating to environmental practices and health and safety at work adopted by institutions, construction companies... and what was done or what has been suggested in order to guarantee sustainability?	x	x	x					x		x		X
7. What about the sustainability of actions which were undertaken in the framework of the awareness raising campaign (environment forum) on environmental protection which the project undertook for the population of the Fez Medina?	x		x							x	x	x
8. What about the sustainability of actions undertaken by the RADEEF in terms of upstream protection (treatment of solid and liquid waste) and intercepting household waste close to oued Jaouahir.	x		x					x		x	x	x
9. Does the industrial water treatment process which was planned for production units located in Ain Nokbi work in a sustainable fashion?	x		x							x		
10. Real estate aspects. Will the current state of real estate holding lead to delays and how will it influence the sustainable functioning of the sited mentioned in this dossier?	x					x	x	x		x		

## **ANNEX B2**

### **MATRIX: Evaluation topic / tool / target group**

#### **‘AFM – ARTISANRY - PROMOTION’**



**Matrix: Evaluation topic/ tool/ target group**

**AFM Evaluation – Promotion support (Fairs, tourist circuits, label)**

Evaluation topic	An. Doc.	Int : APP Min PMUs	Int: service providers, B studies Support struct.	FG: resp Assoc groups	Survey: beneficiaries
1 To what extent does "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" correspond to the expectations and needs of Morocco and the providers of funds?	x	x			
2 What is the validity of the “artisans” project intervention logic when it comes to the fight against poverty?	x				
3 To what extent do <i>the promotion campaigns, the label, the tourist circuits</i> link to the national strategies in the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	x	x			
4 Does the project “artisans” ensure convergence between the sectors of artisans, tourism and rehabilitation of cultural heritage, as the intervention logic intended?	x	x	x		
5 What are the limits/constraints of the convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage?	x	x	x		
<b>RELEVANCE of the project with regard to the beneficiaries’ needs</b>					
6 To what extent did <i>the promotion campaigns, the label, the tourist circuits</i> meet the expectations of the SMEs and artisans?				x	x
7 What was the level of involvement and commitment of the various stakeholders ( <i>The population, beneficiary organizations, local communities and civil society actors</i> ) in the design and implementation of <i>the promotion campaigns, the label, the tourist circuits</i> ?			x	x	x
<b>RELEVANCE of the project in terms of design</b>					
8 What were possible problems linked to the design of <i>the promotion campaigns, the label, the tourist circuits</i> ?				x	X
9 To what extent did the design and implementation of the project allow the set objectives to be reached?					
<b>internal COHERENCE of the project</b>					
10 Can it be said that the activities which were undertaken and implemented logically contributed to reaching the desired objectives?					
11 Were the means that were put in place in line with the set objectives and with the given deadlines?		x			
12 How are the activities <i>promotion campaigns, label, tourist circuits</i> and their objectives complementary to the project “Fez Medina”?			x		

COHERENCE with the country's policies and those of the other providers of funds					
13 What coherence/complementarity is there with policies of the partner country and what complementarity to the interventions of other providers of funds?	x	x	X		
14 Is the "artisan" project complimentary to other projects financed within the framework of MCA-Morocco?	x	x			
15 In terms of environmental practices, is the "artisan" project coherent with other actions by FODEP/FNE or the Ministry of Energy, Mining and the Environment?	x	x			

EFFECTIVENESS of the activities supporting promotion					
16 To what extent were the expected results of the activity reached (including but not restricted to the PSE indicators)? How can possible divergences be explained?	x	x	X		
17 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?			X	x	X
18 Did the needs study in promoting Moroccan artisanry allow to specify the implementation modalities which were foreseen in the TORs?	x	x			
19 Was the activity to promote artisanry implemented in accord with the needs study?	x	x			

EFFICIENCY					
20 To what extent were the desired effects obtained with as few-a resources as possible (funds, expertise, time, administrative costs)?	x	x	X		
21 Were the mobilization modalities for financial, technological, organizational and human resources well mobilized within the desired time frame and at the lowest possible cost?	x	x	X		
22 In terms of efficiency of implementation, what is the results analysis with regard to the mobilized budget?	x	x	X		
23 What was the difference between the estimated cost and the real cost of construction works (direct and indirect costs) and of services?	x				
24 What are explanations for possible over-expenditure and delays which were observed?	x	x	X		

IMPACT at the social/gender level					
25 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?	x	x	x	x	x

IMPACT at the economic level					
26 Did <i>the promotion campaigns, the label, the tourist circuits</i> contribute to increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs?				x	x

IMPACT at the environmental level					

SUSTAINABILITY at beneficiary level					
27 What is the sustainability of the achieved results and effects on the beneficiaries? What is the			x	x	x

likelihood that the achieved results and effects on the beneficiaries will be sustained long term?					
28 Are the services that the associations provide for their members sustainable after the conclusion of the project?			x	x	x

<b>SUSTAINABILITY at partner level</b>					
29 Are the partners committed to contribute to the sustainability of the project's achievements?		x	x	x	
30 What measures are being taken to institutionalize best practices from this project?		x	x	x	
31 What lessons can be learned from the experiences of various partners who took inspiration from the approach and intervention mode of the AFM project (both in terms of design and implementation)?	x	x			
<b>SUSTAINABILITY at State level</b>					
	x	x			

## **ANNEX B3**

**MATRIX: Evaluation topic / tool / target group**

**‘AFM – ARTISANRY – PRODUCTION’**

Matrix: Evaluation topic/ tool/ target group: AFM Evaluation – Supporting production (gas kilns and trainings)

**Evaluation tool: AFM – Production and artisan training support**

Evaluation topic	An. Doc.	Int : APP Min PMUs	Int: NGOs, Support structures, B studies	FG: resp Assoc groups	Survey: Potters
<b>RELEVANCE with regard to the needs of Morocco and the providers of funds</b>					
1 To what extent does "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" correspond to the needs of Morocco and the providers of funds?	X	X			
2 What is the validity of the intervention logic of the “artisan” project with regard to the fight against poverty?	X	X			
3 To what extent does <i>replacing gas kilns and training for potters</i> link to the national strategies in the sectors of artisanry and tourism and the rehabilitation of cultural heritage?	X	X			
4 Does <i>replacing gas kilns and training for potters</i> ensure convergence between the sectors of artisanry and tourism and the rehabilitation of cultural heritage, as was foreseen in the intervention logic?	X	X	X		
5 What are the constraints of the convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage?	X	X	X		
<b>RELEVANCE of the project with regard to the beneficiaries’ needs</b>					
6 To what extent does <i>replacing gas kilns and training for potters</i> correspond to the expectations of the SMEs and artisans? Are these two actions appropriate and of high quality?				X	X
7 What was the level of involvement and commitment of the various stakeholders ( <i>The population, beneficiary organizations, local communities and civil society actors</i> ) in the design and implementation of <i>replacing gas kilns and training for potters</i> ?				X	X
<b>RELEVANCE of the project in terms of design</b>					
8 What were possible problems linked to the design of <i>replacing gas kilns and training for potters</i> ?					X
9 To what extent did the design and implementation of the project allow the set objectives to be reached?					
<b>internal COHERENCE of the project</b>					
10 Can it be said that the activities which were undertaken and implemented logically contributed to reaching the desired objectives?					
11 Were the means that were put in place in line with the set objectives and with the given deadlines?		X			
12 How are the activities <i>replacing gas kilns and training for potters</i> and their objectives		X			

complementary to the project “Fez Medina”?					
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<b>COHERENCE with the country’s policies and those of the other providers of funds</b>					
13 What coherence/complementarity is there with policies of the partner country and what complementarity to the interventions of other providers of funds?	X	X	x		
14 Is the “artisan” project complimentary to other projects financed within the framework of MCA-Morocco?	X	X			
15 In terms of environmental practices, is the “artisan” project coherent with other actions by FODEP/FNE or the Ministry of Energy, Mining and the Environment?	X	X			
<b>EFFECTIVENESS of the activities supporting production</b>					
16 To what extent were the expected results of the activity reached (including but not restricted to the PSE indicators)? How can possible divergences be explained?	X	X	x	X	X
17 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?				X	X
18 Did the environmental and social impact assessment on the use of GK allow to specify the implementation modalities which were foreseen in the TORs (environmental and social aspects)?	X	X			
19 Did the training sessions serve to improve the potters’ offer in terms of quality (technique, design, durability), price and time?					X
20 Did the potters adopt the production and marketing techniques encouraged by the project? What was the effect on the quality of the products? On the prices demanded? On revenue?					X
21 Are the potters able to use their gas kilns according to the standards and recommendations of the project?					X
22 Are the potters’ organizations that were created during the project operational? What services do they offer their members (beyond the collective acquisition of gas kilns)?			X	X	X
23 Were the potters able to acquire the gas kilns in the framework of the mechanisms which were put in place by the project?					X
24 Did the subsidies granted by the project act as incentives for this acquisition?					X
25 Did the financial set-up help encourage potters to participate in the acquisition of gas kilns?					X
26 Did replacing the kilns improve the potters’ offer in terms of quality (technique, design, durability), price, time, healthy and comfortable working conditions and respecting environmental standards?			X		X
<b>EFFICIENCY</b>					
27 To what extent were the desired effects obtained with as few-a resources as possible (funds, expertise, time, administrative costs)?	X	X	X		
28 Were the mobilization modalities for financial, technological, organizational and human resources well mobilized within the desired time frame and at the lowest possible cost?	X	X	X		
29 In terms of efficiency of implementation, what is the results analysis with regard to the mobilized budget?	X	X	X		
30 What was the difference between the estimated cost and the real cost of construction work (direct and indirect costs) and of services?	X	X	X		

31 What are explanations for possible over-expenditure and delays which were observed?					
<b>IMPACT at the social/gender level</b>					
32 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?		X	X	X	X
<b>IMPACT at the economic level</b>					
33 Did <i>replacing gas kilns and training for potters</i> contribute to increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs?				X	X
<b>IMPACT at the environmental level</b>					
34 To what extent did the actions to increase capacity which were undertaken for the benefit of gas kiln users and potters in Fez and Marrakech (in terms of best environmental practices and health and safety at work) have an impact, expected or unexpected?			X	X	X
<b>SUSTAINABILITY at beneficiary level</b>					
35 What is the sustainability of the achieved results and effects on the beneficiaries? What is the likelihood that the achieved results and effects on the beneficiaries will be sustained long term?			X	X	X
36 Did the potters adopt the production and marketing techniques which were recommended by the project in a sustainable fashion?			x	X	X
37 Are the services that the associations provide for their members sustainable after the conclusion of the project?			X	X	X
38 Did the potters adopt the use of gas kilns in a sustainable fashion?					X
<b>SUSTAINABILITY at partner level</b>					
39 Are the partners committed to contribute to the sustainability of the project's achievements?		x	X		
40 What measures are being taken to institutionalize best practices from this project?		X	X		
41 What lessons can be learned from the experiences of various partners who took inspiration from the approach and intervention mode of the AFM project (both in terms of design and implementation)?	X	X			
<b>SUSTAINABILITY at State level</b>					
42 Has the Ministry of artisanry put in place means to institutionalize and ensure the sustainability of the positive achievements of continued training in general ( <i>cross-check with the evaluation of "continued training, AFM project" and "Functional literacy and professional training activities"</i> )?	X	X	x		

**ANNEX C1**  
**SURVEY QUESTIONS**  
**‘AFM – FEZ MEDINA’**



## AFM Evaluation – Fez Medina

### Matrix: Evaluation topic/ tool/ target group

AFM Evaluation	Fez Medina
Tool/target group: beneficiary	
Evaluation topic	Evaluation questions
<b>TARGET GROUP INFORMATION (Identification)</b>	
	<p><b>Gender :</b> F,M</p> <p><b>Age :</b> <b>What is your level of education?</b> No formal education Msid Primary Secondary Higher Education Vocational training</p> <p><b>What is your professional activity?</b> Artisan (if yes, move on to profile question) Apprentice Guardian Merchant Service Cook Management accounting Other</p> <p><b>What is your socio-professional profile?</b></p> <ul style="list-style-type: none"> <li>• Producer</li> <li>• Sub-contractor</li> <li>• Raw materials provider</li> <li>• Worker</li> </ul> <p><b>Do you:</b> Rent your business space (Yes No) Own your business space (Yes No) Rent your home (Yes No) Own your home (Yes No)</p>
<b>RELEVANCE</b>	
To what extent did the products received through the implementation of the various activities meet the needs of the direct beneficiaries? Are they appropriate and of high quality?	<p><b>What was your daily income before the beginning of the project?</b> Less or = 100 dh &lt;=150 &lt;= 250 dh &gt;250 dh</p> <p><b>How much has your revenue changed since the AFM project?</b> -100% -80% -60% -40% -20% 0% +20% +40% +60% +80% &gt;100%</p> <p><b>What are the various activities you participated in during</b></p>

AFM Evaluation	Fez Medina
Tool/target group: beneficiary	
Evaluation topic	<p><b>Evaluation questions</b></p> <p><b><u>this program?</u></b>  Awareness raising environment forum Yes No  Professional training Yes No  Literacy activity Yes No  <b><u>If yes, with which institution?</u></b>  MCC or other</p> <p><b><u>Why did you take part in this project?</u></b>  In order to improve revenue Yes No  In order to improve professional competencies Yes No  In order to improve working conditions Yes No  In order to improve housing conditions Yes No  In order to receive compensation Yes No  Because everyone else was Yes No  I had no choice Yes No  No reason in particular Yes No</p> <p><b><u>How satisfied are you in general with the project?</u></b>  On a scale from 1 (very satisfied) to 6 (not at all satisfied)</p> <p><b><u>If response is 4-5-6, why?</u></b>  The new working environment did not meet expectations Y/N  The new housing environment did not meet expectations Y/N  Compensations were not high enough Y/N  I did not receive the promised compensation amount Y/N  Guidance and social support were not sufficient Y/N  Other Y/N</p> <p><b><u>What did you do with the financial compensation?</u></b></p> <ul style="list-style-type: none"> <li>• Family needs (health, buying furniture, wedding, debt repayment...) Y/N</li> <li>• Implementing professional plans Y/N</li> <li>• Strengthening of existing professional structures (buying materials...) Y/N</li> <li>• Changing professional activity Y/N</li> </ul> <p><b><u>Do you know about the project to restructure the Lalla Yeddouna Square?</u></b>  Y/N  If YES  <b><u>What is your opinion on the project to restructure the LY Square?</u></b>  Positive  Negative  <b><u>If positive, why?</u></b>  Meets the needs of the population? Y/N  Meets an environmental need? Y/N  Meets a tourist need? Y/N  Meets a need to improve working conditions? Y/N  Meets an economic need? Y/N</p> <p><b><u>If negative, why?</u></b>  Inconveniences linked to the construction? Y/N  Construction time is too long? Y/N  Inconveniences linked to activity shift? Y/N  Inconveniences linked to the scattering of the people and the disappearance of the soul of the neighborhood? Y/N</p>

<b>AFM Evaluation</b>	<b>Fez Medina</b>
<b>Tool/target group: beneficiary</b>	
<b>Evaluation topic</b>	<b>Evaluation questions</b>
	<p>Alteration of the place? Y/N  Decrease in revenue? Y/N  Meeting tourist needs at the expense of the well-being of the population? Y/N</p> <p><b><u>Do you know about the project to restructure the foundouks?</u></b>  Y/N  If YES  <b><u>What is your opinion on the project to restructure the foundouks?</u></b>  Positive  Negative  <b><u>If positive, why?</u></b>  Meets the needs of the population? Y/N  Meets an environmental need? Y/N  Meets a tourist need? Y/N  Meets a need to improve working conditions? Y/N  Meets an economic need? Y/N</p> <p><b><u>If negative, why?</u></b>  Inconveniences linked to the construction? Y/N  Construction time is too long? Y/N  Inconveniences linked to activity shift? Y/N  Inconveniences linked to the scattering of the people and the disappearance of the soul of the neighborhood? Y/N  Alteration of the place? Y/N  Decrease in revenue? Y/N  Meeting tourist needs at the expense of the well-being of the population? Y/N</p>
Participative dimension: to what extent were the various stakeholders involved in the design and implementation of the various project activities: The population, beneficiary organizations, local communities and civil society actors...? What was the level of their involvement?	<p><b><u>Did you take part in consultation workshops</u></b>  Y/N</p> <p><b><u>If yes, at what point during the project?</u></b>  Before the start of the project Y/N  During the project Y/N  At the end of the project Y/N</p> <p><b><u>What was the aim of these workshops?</u></b>  Information on the state of construction progress Y/N  Taking the population's opinion into account Y/N  Purely formal/political Y/N</p> <p><b><u>Was the program's objective of involving the population reached?</u></b>  Yes No</p> <p><b><u>If No, what were the reasons?</u></b>  Workshops were badly organized Y/N  The population's comments and recommendations were not sufficiently taken into account Y/N  Not enough workshops Y/N  Suggestions from the population were distorted Y/N  No follow-up on workshops (the participants were not kept informed about the progress...) Y/N</p> <p><b><u>How would you rate the organization of these workshops?</u></b>  On a scale from 1 (very satisfied) to 6 (not at all satisfied)</p>

<b>AFM Evaluation</b>	<b>Fez Medina</b>
<b>Tool/target group: beneficiary</b>	
<b>Evaluation topic</b>	<b>Evaluation questions</b>
	<p><b><u>If response is between 4 and 6, why?</u></b>  Was informed too late (last minute)  The times  The place (distance)  The meeting room was not comfortable  Organization of the debates  The moderator  The topics  Other</p> <p><b><u>What is your global evaluation of this participative approach?</u></b>  On a scale from 1 (very satisfied) to 6 (not at all satisfied)</p>
<b>RELEVANCE</b>	
<p>What about the relevance of the design and the way it was implemented, the PAR?  In terms of impact  What effects (foreseen and/or not foreseen positive and/negative effects) did or will the implementation of PAR have on the various PAP categories? At this point, the provider should examine whether or not the positive effects were mainly felt by certain PAP categories;</p>	<p><b>Did you benefit from the PAR?</b>  Yes/No</p> <p><b>What were the support activities that you benefited from, other than the compensation and the consultation and information workshops?</b>  Social support (putting in place an efficient service for advice, crisis resolution, and logging complaints) Y/N  Development aid, such as credit mechanisms, trainings or job creation Y/N  Professional training Y/N  Support for professional retraining Y/N  Raising awareness on new practices with regard to the environment (waste, sewage and smoke management...) Y/N  Raising awareness on new health and safety practices at work Y/N</p> <p><b>Do you (or will you) apply the lessons you have learned in your daily life?</b>  Y/N</p> <p><b>Did the PAR have a positive impact on your social and economic situation? Y/N</b>  Increase in revenues  Social improvement  Professional retraining  New socio-professional opportunities arose  Making use of best practices</p> <p><b>Did the PAR have a negative impact on your social and economic situation? Y/N</b>  Decrease in revenues  Social degradation  Social links and a neighborhood atmosphere were destroyed  Job loss  Difficulties in adapting to the new environment</p> <p><b>How would you rate the PAR?</b>  On a scale from 1 (very satisfied) to 6 (not at all satisfied)</p>
<p>What about the relevance of the awareness raising campaign (environment forum) on environmental protection which the project</p>	<p><b>Did you take part in the environment forum which the project undertook for the population of Fez Medina?</b>  Y/N</p>

AFM Evaluation	Fez Medina
Tool/target group: beneficiary	
Evaluation topic	Evaluation questions
undertook for the population of the Fez Medina?	<p><b>How would you rate it?</b>  On a scale from 1 (very useful) to 6 (not at all useful)</p> <p><b>If response is between 4-6, why?</b>  Terminology was too scientific, beyond the population's reach  Too theoretical  The recommendations cannot be applied in daily life (too expensive, too complicated, you do not see how they can be implemented)  You did not feel concerned</p> <p><b>What lessons did you learn?</b>  A greater awareness of environmental challenges  Adopting best practices within the family  Adopting best practices within professional life  None</p>

**ANNEX C2**  
**SURVEY QUESTIONS**  
**‘AFM – ARTISANRY - PROMOTION’**

<b>Identification</b>	<ul style="list-style-type: none"> <li>- <u>SME / mono artisan / employee</u></li> <li>- Took part in the promotion campaign for the market “<u>Export</u>”</li> <li>- Took part in the promotion campaign for the market “<u>Tourism</u>”</li> <li>- Took part in the promotion campaign for the market “<u>Local</u>”</li> <li>- Promotion (1 / 2 / 3)</li> <li>- Age</li> <li>- Gender</li> </ul>
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AFM Evaluation		Promotion support
Tool/target group: Surveys / beneficiaries of promotion activities		
Evaluation topic		Evaluation questions
RELEVANCE of the project with regard to the beneficiaries' needs		
6 To what extent did <i>the promotion campaigns</i> meet the expectations of the SMEs and artisans?	<p>Why did you participate in the promotion campaign?</p> <ul style="list-style-type: none"><li>- Increase revenue</li><li>- Gain access to new international markets</li><li>- Find regular clients</li><li>- Gain new skills for the promotion of products</li><li>- Be able to prove to clients that the product was made in Morocco</li><li>- Receive visits from tourists taking part in the tourist circuits</li></ul> <p>How did the promotion campaigns help you?</p> <ul style="list-style-type: none"><li>- Increase revenue</li><li>- Gain access to new international markets</li><li>- Find regular clients</li><li>- Gain new skills for the promotion of products</li><li>- Be able to prove to clients that the product was made in Morocco</li><li>- Receive visits from tourists taking part in the tourist circuits</li></ul>	
6.1 To what extent did <i>the label</i> meet the expectations of the SMEs and artisans?	<p>Why did you take part in the national Made in Morocco label?</p> <ul style="list-style-type: none"><li>- Increase revenue</li><li>- Gain access to new international markets</li><li>- Find regular clients</li><li>- Gain new skills for the promotion of products</li><li>- Be able to prove to clients that the product was made in Morocco</li><li>- Receive visits from tourists taking part in the tourist circuits</li></ul> <p>How did the label help you?</p> <ul style="list-style-type: none"><li>- Increase revenue</li><li>- Gain access to new international markets</li><li>- Find regular clients</li><li>- Gain new skills for the promotion of products</li><li>- Be able to prove to clients that the product was made in Morocco</li><li>- Receive visits from tourists taking part in the tourist circuits</li></ul>	

<p><b>6.2 To what extent did <i>the tourist circuits</i> meet the expectations of the SMEs and artisans?</b></p>	<p>Why did you take part in the tourist circuit activity?</p> <ul style="list-style-type: none"> <li>- Increase revenue</li> <li>- Gain access to new international markets</li> <li>- Find regular clients</li> <li>- Gain new skills for the promotion of products</li> <li>- Be able to prove to clients that the product was made in Morocco</li> <li>- Receive visits from tourists taking part in the tourist circuits</li> </ul> <p>How did this activity help you?</p> <ul style="list-style-type: none"> <li>- Increase revenue</li> <li>- Gain access to new international markets</li> <li>- Find regular clients</li> <li>- Gain new skills for the promotion of products</li> <li>- Be able to prove to clients that the product was made in Morocco</li> <li>- Receive visits from tourists taking part in the tourist circuits</li> </ul>
<p><b>7 What is the level of involvement and commitment of the various stakeholders (<i>The population, beneficiary organizations, local communities and civil society actors</i>) in the design and implementation of <i>the promotion campaigns, the label, the tourist circuits</i>?</b></p>	<p>To what extent did you participate in the design and implementation of the activity <i>promotion campaigns</i>?</p> <ul style="list-style-type: none"> <li>- not at all</li> <li>- was interviewed</li> <li>- was involved in the design</li> <li>- was involved in the implementation</li> </ul> <p>To what extent did you participate in the design and implementation of the activity <i>Made in Morocco label</i>?</p> <ul style="list-style-type: none"> <li>- not at all</li> <li>- was interviewed</li> <li>- was involved in the design</li> <li>- was involved in the implementation</li> </ul> <p>To what extent did you participate in the design and implementation of the activity <i>tourist circuits</i>?</p> <ul style="list-style-type: none"> <li>- not at all</li> <li>- was interviewed</li> <li>- was involved in the design</li> <li>- was involved in the implementation</li> </ul>
<p><b>RELEVANCE of the project in terms of design</b></p>	
<p><b>8 What were possible problems linked to the design of the <i>the promotion campaigns, the label, the tourist circuits</i>?</b></p>	<p>Please indicate how the proposal (design) of the activity <i>promotion campaigns</i> could have been improved.</p> <ul style="list-style-type: none"> <li>- by explaining to us exactly what the activity was (Yes No)</li> <li>- by explaining to us what financial commitment it would require from us (Yes No)</li> <li>- by explaining to us what time commitment it would require from us (Yes No)</li> <li>- by further involving is in the choice of activities to be developed (Yes No)</li> <li>- by explaining to us what implications it would have on us in terms of future orders (new investments, order management, administration) (Yes No)</li> </ul> <p>Please indicate how the proposal (design) of the activity <i>Made in Morocco label</i> could have been improved.</p>



	<ul style="list-style-type: none"> <li>- by explaining to us exactly what the activity was (Yes No)</li> <li>- by explaining to us what financial commitment it would require from us (Yes No)</li> <li>- by explaining to us what time commitment it would require from us (Yes No)</li> <li>- by further involving is in the choice of the type of label (business label, product label, technique label) (Yes No)</li> </ul> <p>Please indicate how the proposal (design) of the activity <b>tourist circuits</b> could have been improved.</p> <ul style="list-style-type: none"> <li>- by explaining to us exactly what the activity was (Yes No)</li> <li>- by explaining to us what financial commitment it would require from us (Yes No)</li> <li>- by explaining to us what time commitment it would require from us (Yes No)</li> <li>- by further involving is in the choice of activities to be developed (Yes No)</li> <li>- by explaining to us what implications it would have on us in terms of future orders (new investments, order management, administration) (Yes No)</li> </ul>		
<b>EFFECTIVENESS of the activities supporting promotion</b>			
<b>17 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?</b>	<b>For export</b> Did the promotion campaigns allow you to increase sales? 1) No, no new orders (Yes No) 2) Orders were received, but faced production difficulties (Yes No) 3) Orders were received, but faced difficulties in delivering abroad (Yes No) 4) Orders were received, but faced administrative difficulties (banks, invoicing abroad, VAT, export/international transit documents) (Yes No) 5) We were not able to deliver the new orders (Yes No) 6) Repeat orders from clients (Yes No) How much did your export sales	<b>For tourist market</b> Did the promotion campaigns allow you to increase sales? 1) No, no new orders (Yes No) 2) Orders were received, but faced production difficulties (Yes No) 3) Orders were received, but faced difficulties in delivering abroad (Yes No) 4) Orders were received, but faced administrative difficulties (banks, invoicing abroad, VAT, export/international transit documents) (Yes No) 5) We were not able to deliver the new orders (Yes No) 6) Repeat orders from clients (Yes No) How much did your sales increase? - 0% - less than 20% - less than 40% - less than 60% - less than 80%	<b>For local market</b> Did the promotion campaigns allow you to increase sales? 1) No, no new orders (Yes No) 2) Orders were received, but faced production difficulties (Yes No) 3) Orders were received, but faced difficulties in delivering abroad (Yes No) 4) Orders were received, but faced administrative difficulties (banks, invoicing abroad, VAT, export/international transit documents) (Yes No) 5) We were not able to deliver the new orders (Yes No) 6) Repeat orders from clients (Yes No) How much did your sales increase? - 0% - less than 20%

	increase? - 0% - less than 20% - less than 40% - less than 60% - less than 80% - 100% or more	- 100% or more	- less than 40% - less than 60% - less than 80% - 100% or more
<b>17.1 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?</b>	<b>For export</b> Did you request the national "Made in Morocco" label? (Yes No) Were you awarded the national "Made in Morocco" label? (Yes No) What percentage of your products did you mark with the "Made in Morocco" label which was put in place by the project? - none - less than 50% - more than 50% Did the label activity allow you to increase your sales? 1) Yes, my sales increased. 2) No, my sales did not increase If yes, by how much? - 0% - less than 20% - less than 40% - less than 60% - less than 80% - 100% or more If no, why not? - Orders were received, but faced production difficulties - Orders were received but faced delivery difficulties - No new orders	<b>For tourist market</b> Did you request the national "Made in Morocco" label? (Yes No) Were you awarded the national "Made in Morocco" label? (Yes No) What percentage of your products did you mark with the "Made in Morocco" label which was put in place by the project? - none - less than 50% - more than 50% Did the label activity allow you to increase your sales? 1) Yes, my sales increased. 2) No, my sales did not increase If yes, by how much? - 0% - less than 20% - less than 40% - less than 60% - less than 80% - 100% or more If no, why not? - Orders were received, but faced production difficulties - Orders were received but faced delivery difficulties - No new orders	<b>For local market</b> Did you request the national "Made in Morocco" label? (Yes No)? Were you awarded the national "Made in Morocco" label? (Yes No) What percentage of your products did you mark with the "Made in Morocco" label which was put in place by the project? - none - less than 50% - more than 50% Did the label activity allow you to increase your sales? 1) Yes, my sales increased. 2) No, my sales did not increase If yes, by how much? - 0% - less than 20% - less than 40% - less than 60% - less than 80% - 100% or more If no, why not? - Orders were received, but faced production difficulties - Orders were received but faced delivery difficulties - No new orders

17.3 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?	How do your clients react to labeled products? - they are reassured - they ask questions on what the label means - they are already familiar with the label - they look for the label - they don't care		
17.4 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?	<b>For export</b> Have you noticed an increase in tourists coming to your shop? 1) Yes 2) No  By how much have your sales increased? - 0% - less than 20% - less than 40% - less than 60% - less than 80% -100% or more	<b>For tourist market</b> Have you noticed an increase in tourists coming to your shop? 1) Yes 2) No  By how much have your sales increased? - 0% - less than 20% - less than 40% - less than 60% - less than 80% -100% or more	<b>For local market</b> Have you noticed an increase in tourists coming to your shop? 1) Yes 2) No  By how much have your sales increased? - 0% - less than 20% - less than 40% - less than 60% - less than 80% -100% or more
IMPACT at the social/gender level			
35 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?	Can you please tell me whether the project brought changes to your daily life (more time, more security, more opening, more bargaining power): - negative changes - no change - positive changes - very positive changes  Can you please tell me whether the project brought changes to your work life (comfort at work, less time loss): - negative changes - no change - positive changes - very positive changes		
IMPACT at the economic level			
36 Did the promotion campaigns, the label, the tourist circuits contribute to increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs?	SMEs: Did the promotion campaigns allow you to increase your business profits? - decrease in business profits (because of time spent on promotion) - 0% - less than 20% - less than 40% - less than 80% -100% or more  Mono artisans and employees: Did the promotion campaigns allow you to increase your annual net revenue? - 0% - less than 20% - less than 40% - less than 80% -100% or more		

<p><b>36.1 Did <i>the promotion campaigns, the label, the tourist circuits</i> contribute to increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs?</b></p>	<p>SMEs: Did the label allow you to increase your business profits?</p> <ul style="list-style-type: none"> <li>- decrease in business profits (because of time spent on promotion)</li> <li>- 0%</li> <li>- less than 20%</li> <li>- less than 40%</li> <li>- less than 80%</li> <li>-100% or more</li> </ul> <p>Mono artisans and employees: Did the label allow you to increase your annual net revenue?</p> <ul style="list-style-type: none"> <li>- 0%</li> <li>- less than 20%</li> <li>- less than 40%</li> <li>- less than 80%</li> <li>-100% or more</li> </ul>
<p><b>36.2 Did <i>the promotion campaigns, the label, the tourist circuits</i> contribute to increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs?</b></p>	<p>SMEs: Did the tourist circuits allow you to increase your business profits?</p> <ul style="list-style-type: none"> <li>- decrease in business profits (because of time spent on promotion)</li> <li>- 0%</li> <li>- less than 20%</li> <li>- less than 40%</li> <li>- less than 80%</li> <li>-100% or more</li> </ul> <p>Mono artisans and employees: Did the tourist circuits allow you to increase your annual net revenue?</p> <ul style="list-style-type: none"> <li>- 0%</li> <li>- less than 20%</li> <li>- less than 40%</li> <li>- less than 80%</li> <li>-100% or more</li> </ul>
<p><b>SUSTAINABILITY at beneficiary level</b></p>	
<p><b>37 What is the sustainability of the achieved results and effects on the beneficiaries? What is the likelihood that the achieved results and effects on the beneficiaries will be sustained long term?</b></p>	<p>What is the likelihood that the artisans will continue to export to tourist or export markets?</p> <p>What is the likelihood that the artisans will continue to export?</p> <p>What is the likelihood of the label being maintained?</p> <p>What is the likelihood of the tourist circuits contributing to a sustainable improvement in the sale of tourist products?</p> <p>Since the project intervention, do you still have regular contact (every two months) with new clients (export clients, tourist shops) whom you met through the project?</p> <ul style="list-style-type: none"> <li>-No</li> <li>- I have created and proposed new products</li> <li>- I received new orders which have not yet been delivered</li> <li>- I received new orders which have been delivered</li> <li>- I took new commercial initiatives</li> </ul> <p>When the label has proven is worth (in 3 years), would you be willing to pay an annual fee? (Yes No )</p>

<b>38 Are the services that the associations provide for their members sustainable after the conclusion of the project?</b>	<p>Are you satisfied with the services that the association which you are a member of offers? (1 to 6)</p> <p>Do you think that the association which you are a member of will be able to continue helping you after the project has ended? (1 to 6)</p> <p>Are you willing to donate some of your time in order to participate in the association's collective actions? (1 to 6)</p>
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**ANNEX C3**  
**SURVEY QUESTIONS**  
**‘AFM – ARTISANRY – PRODUCTION’**

<b>Identification</b>	<ul style="list-style-type: none"> <li>- SME / mono artisan / employee</li> <li>- Took part in the activity to replace gas kilns (including potters who simply asked for financing)</li> <li>- Date of training completion (year 1 / year 2 / year 3)</li> <li>- Age</li> <li>- Gender</li> </ul>
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AFM Evaluation		Production support	
Tool/target group: Survey / Potters			
Evaluation topic		Evaluation questions	
RELEVANCE with regard to the needs of Morocco and the providers of funds			
RELEVANCE of the project with regard to the beneficiaries' needs			
6 To what extent does replacing gas kilns and training for potters correspond to the expectations of the SMEs and artisans? Are these two actions appropriate and of high quality?		Why did you participate in the project? <ul style="list-style-type: none"><li>- Increase revenue</li><li>- Increase production</li><li>- Improve quality of products</li><li>- Improve production technique</li><li>- Modernizer production tools</li><li>- Reduce pollution caused by the old wood fired kilns</li></ul> How did the project help you? <ul style="list-style-type: none"><li>- Increase revenue</li><li>- Increase production</li><li>- Improve quality of products</li><li>- Improve production technique</li><li>- Modernizer production tools</li><li>- Reduce pollution caused by the old wood fired kilns</li></ul>	
7 What was the level of involvement and commitment of the various stakeholders (The population, beneficiary organizations, local communities and civil society actors) in the design and implementation of replacing gas kilns and training for potters?		To what extent did you participate in the design and implementation of the training? <ul style="list-style-type: none"><li>- not at all</li><li>- was interviewed</li><li>- was involved in the design</li></ul> To what extent did you participate in the design and implementation of the replacing gas kilns? <ul style="list-style-type: none"><li>- not at all</li><li>- was interviewed</li><li>- was involved in the design</li></ul>	
RELEVANCE of the project in terms of design			
8 What were possible problems linked to the design of replacing gas kilns and training for potters?		Please indicate how the trainings could have been improved. <ul style="list-style-type: none"><li>- by explaining to us exactly what the activity was (Yes No)</li><li>- by involving us more in the choosing of the training content Yes No)</li><li>- by explaining to us what financial commitment it would require from us in terms of implementing the suggested methods (Yes No)</li><li>- by explaining to us what time commitment it would require from us in terms of implementing the suggested methods (Yes No)</li></ul>	
9 To what extent did the design and implementation of the project allow the set objectives to be reached?		Please indicate how the activity replacing gas kilns could have been improved. <ul style="list-style-type: none"><li>- by explaining to us exactly what the activity was (Yes No)</li><li>- by explaining to us what financial commitment it would require from us (Yes No)</li><li>- by explaining to us what time commitment it would require from us (Yes No)</li><li>- by further involving is in the choice of activities to be developed (Yes No)</li><li>- by explaining to us what commitment it would require in order to master and control the tool (Yes No )</li></ul>	

	- by further involving us in the societal and environmental impact assessment of the use of GKs
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EFFECTIVENESS of the activities supporting production		
17 To what extent do the effective results contribute to <b>"increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs"</b> and/or could they contribute in future?	(Only for SMEs and Artisans) <b>For export</b> Did the training sessions you attended allow you to increase your sales? 1) Yes 2) No, no new orders 3) Orders were received, but faced production difficulties (Yes No) 4) Orders were received, but faced difficulties in delivering abroad (Yes No) 5) New orders were received, but faced administrative difficulties (banks, invoicing abroad, VAT, export/international transit documents) (Yes No ) 6) We were able to deliver new orders (Yes No ) 7) Repeat orders from clients (Yes No)  By how much did your export sales increase? - 0% - less than 20% - less than 40% - less than 60% - less than 80% -100% or more	(Only for SMEs and Artisans) <b>For the tourist market</b> Did the training sessions you attended allow you to increase your sales? 1) Yes 2) Repeat orders from clients (Yes No) 3) No new sales (Yes No)  By how much did your sales increase on the tourist market? - 0% - less than 20% - less than 40% - less than 60% - less than 80% -100% or more
	<p>Please indicate whether upon completing the training sessions you were able to put into place new business tools? I) yes - II) no.</p> <p>Please indicate whether upon completing the training sessions you were able to put into place new product designs? I) yes - II) no.</p> <p>Please indicate whether upon completing the training sessions you created any new products yourself (without outside help)? I) yes - II) no.</p> <p>Please indicate whether upon completing the training sessions you were able to put into place new production techniques? I) yes - II) no.</p> <p>Please indicate whether upon completing the training sessions, new production techniques allowed you to have more solid opportunities? I) yes - II) no.</p>	
19 Did the training sessions serve to improve the potters' offer in terms of quality (technique, design, durability), price and time?		
20 Did the potters adopt the production and marketing techniques encouraged by the project? What was the effect on the quality of the products? On the prices demanded? On revenue?	<p>Please indicate whether the training sessions allowed you to change the way you manage your business? I) yes - II) no.</p> <p>Please indicate whether the training sessions allowed you to better respect social regulations in your sector? I) yes - II) no.</p> <p>Please indicate whether the training sessions allowed you to better respect environmental regulations? I) yes - II) no.</p>	
22 Are the potters' organizations that were created during the project operational? What services do they offer their members	<p>Are you aware that there is a potters' organization which was created during the project?</p> <p>- Yes</p> <p>- No</p>	



(beyond the collective acquisition of gas kilns)?	<p>How do you assess the quality of the services that the association or group which you are a member of provides for its members (beyond the collective acquisition of gas kilns)?</p> <ul style="list-style-type: none"> <li>- I am not a member of this organization</li> <li>- My level of satisfaction is from 1 (very satisfied) to 6 (dissatisfied).</li> </ul>
23 Were the potters able to acquire the gas kilns in the framework of the mechanisms which were put in place by the project?	<p>Please indicate the reasons why you thought about changing your kiln</p> <ul style="list-style-type: none"> <li>- Because of the subsidy.</li> <li>- Because of the technical advantages offered by the new kilns.</li> <li>- In order to access the export market for my products.</li> <li>- In order to meet environmental standards.</li> <li>- Because of the demonstration of the gas kilns.</li> <li>- Because of the demonstration of new production techniques.</li> <li>- In order to be able to produce more solid products</li> </ul> <p>Have you tried to buy a gas kiln?</p> <ul style="list-style-type: none"> <li>- No.</li> <li>- Yes, but I only received partial financing</li> <li>- Yes, but I received no financing</li> <li>- Yes, and I received the financing, but I finally decided that I didn't want to buy the kiln.</li> <li>- Yes, I have ordered the kiln, but it has not yet arrived.</li> <li>- Yes, I have ordered the kiln.</li> <li>- Yes, I have received the kiln.</li> </ul>
24 Did the subsidies granted by the project act as incentives for this acquisition?	
<b>IMPACT at the social/gender level</b>	
32 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?	<p>Could you please tell me to what extent you agree with the following statements (on a scale from 1: completely agree to 6: completely disagree):</p> <ol style="list-style-type: none"> <li>1 due to the project, the quality of my family life has improved</li> <li>2 due to the project, the quality of my professional life has improved</li> <li>3 due to the project, I have more time to spend on my personal interests</li> <li>4 due to the project, I have more time to spend on designing new products</li> <li>5 due to the project, I have more time to spend on prospecting new markets</li> </ol>
<b>IMPACT at the economic level</b>	
33 Did <i>replacing gas kilns and training for potters</i> contribute to increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs?	<p>SMEs: Did the training sessions allow you to increase your business profits?</p> <ul style="list-style-type: none"> <li>- decrease in business profits (because of time spent on promotion)</li> <li>- 0%</li> <li>- less than 20%</li> <li>- less than 40%</li> <li>- less than 80%</li> <li>-100% or more</li> </ul> <p>Mono artisans and employees: Did the training sessions allow you to increase your annual net revenue?</p> <ul style="list-style-type: none"> <li>- 0%</li> <li>- less than 20%</li> <li>- less than 40%</li> <li>- less than 80%</li> <li>-100% or more</li> </ul>
<b>IMPACT at the environmental level</b>	

	Please indicate whether the training sessions helped you reduce your levels of pollution? - Yes - No
<b>SUSTAINABILITY at beneficiary level</b>	
<b>35 What is the sustainability of the achieved results and effects on the beneficiaries? What is the likelihood that the achieved results and effects on the beneficiaries will be sustained long term?</b>	Have you replaced your former way of working? Yes, 100% 80 % 60% 40% 20 %
<b>36 Did the potters adopt the production and marketing techniques which were recommended by the project in a sustainable fashion?</b>	No, I still work exactly as I did before
<b>37 Are the services that the associations provide for their members sustainable after the conclusion of the project?</b>	Are you satisfied with the services offered to you by the association of which you are a member?

**ANNEX D1**  
**FOCUS GROUPS**  
**‘AFM – ARTISANRY’**

**AFM/ARTISANRY – Beneficiaries PROMOTION / Activity: promotion campaigns**

**Set-up:** 8 participants, leaders of artisan associations or groups.

(3 targeting the market “Export” / 3 targeting the market “Tourist” / 2 targeting the market “Local”)

If possible (50 M / 50 F)

**Number of FGs:** 1 in Marrakech

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- Selection procedure: how was your association selected and how did you select your members?
  - By whom?
  - Why?
  - Were the objectives clearly explained to you?
- Results for your member:
  - In terms of orders
  - In terms of actual sales
  - In terms of benefits
- Problems that your members have due to the project’s activities:
  - In terms of client contact
  - In terms of management
  - In terms of production
  - In terms of delivering the orders
- Perspectives for your members:
  - Professional (professional experience, case studies, regular clients, becoming well-known, autonomy in marketing, design, management...)
  - Private (at family level)
  - Social (...)
- Lessons to be learnt :
  - Imagine MCC were to organize another series of promotion campaigns. They ask you to suggest possible improvements...

**AFM/ARTISANRY – Beneficiaries PROMOTION / Activity: Tourist Circuits**

**Set-up:** 8 participants:

- 4 leaders of artisan associations or groups
- 4 actors in tourism development (guides, hotel owners...)

If possible (50 M / 50 F)

**Number of FGs:** 1 in Marrakech

-----

- Reaction of the artisans to the new circuits:
- Results for your member:
  - In terms of number of tourists coming to the shop
  - In terms of actual sales
  - In terms of real benefits (% for the guides...)
- Problems that your members have due to the project's activities:
  - In terms of contact with tourists
  - In terms of organizing the space in the shop
- Perspectives for your members:
  - How are your members thinking of restructuring their activities following the integration of a tourist circuit (in cases where they are included in the circuit and in cases where they are not included)?
- Lessons to be learnt :
  - Imagine MCC were to organize another series of tourist circuits. They ask you to suggest possible improvements...

**AFM/ARTISANRY – Beneficiaries PROMOTION / Activity: Label**

**Set-up:** 8 participants:

- 3 leaders of associations
- 3 artisans/ SMEs who are labeled
- 1 company managing the labeling system
- 1 expert certifier

(50 M / 50 F if possible)

**Number of FGs:** 1 in Fez

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- Choice of the type of label:
  - Why?
  - Reaction of the artisans
- Joining the label
  - Why do artisans apply for the label (reputation of the label, recognition of their know-how/ of the specific character of the national product/ it's not Made in China/ to reward the team/ to distinguish themselves from other sellers...)?
  - How did the artisans cope with the administrative difficulties in order to join?
- Results for the labeled artisans
  - Difference in terms of profit
  - Difference in terms of clients' buying behavior
  - Difference in terms of changing product lines
  - If relevant (What types of products are they labeling?)
  - Are clients asking for an explanation?
  - Greater interest in export, tourist or local market?
- Perspectives :
  - Will the labeled artisans maintain the label or not?
  - Will they accept to co-finance the labeling system (by paying a fee)?
- Lessons to be learnt :
  - Imagine MCC were to organize another label activity. They ask you to suggest possible improvements...

## **AFM/ARTISANAT – Beneficiaries PRODUCTION**

**Set-up:** 8 participants

(4 SMEs / 4 Mono Artisans)

(2 training 2 marketing / 2 designs / 2 management / 2 technique / 2 socio-environmental)

**Number of FGs:** 2

- Fez
- Marrakech

-----

- Selection procedure: how was your association selected and how did you select your members?
  - By whom?
  - Why?
  - Were the objectives clearly explained to you?
- Results for your member:
  - In terms of orders
  - In terms of actual sales
  - In terms of benefits and market response
- Perspectives for your members:
  - Professional (professional experience, case studies, regular clients, becoming well-known, autonomy in marketing, design, management...)
  - Private (at family level)
  - Social (...)
- Lessons to be learnt :
  - Imagine MCC were to organize another series of trainings. They ask you to suggest possible improvements...
  - Imagine MCC were to organize another activity in order to improve pottery firing skills. They ask you to suggest possible improvements...

**ANNEX D2**  
**FOCUS GROUPS**  
**‘AFM – FEZ MEDINA’**



## Focus group 1/ Artisan Guide

### **Selection criteria:**

President of the guides of Fez: Kebbaj

Drives/is responsible for the brassware section of Fez

Participants who know about the project, at least vaguely

### **Introducing the project**

Prepare a visual illustration of the project

### **Questions**

1. **How did you learn about the project?**
  - By official means
  - Through hearsay
2. **Why was the project adopted?**
  - Environmental component
  - Economic component
  - Component to reduce inconveniences (noise, pollution...)
  - Social component (bad working conditions...)
3. **What do you think of it?**
4. **As you know, integrating the tourist and artisanry component is one of the government's main objectives. Is the project in line with this policy?**
5. **What are or will be the effects on artisanry and tourism?**
6. **What are the socio-urban effects?** (the spirit of the place, change in social fabric, change in the nature or working of the place, access to services, transportation...)
7. **How do you assess the relocation of the brass-workers to Ain Nokbi?**  
(will it have an impact on tourism, on the overall dynamics...)
8. **What parts of the project do you appreciate the most?**  
(physical improvement of the space, new urban drive and dynamism...)
9. **What are your suggestions to improve the integration of the artisanry and tourist component?**
10. **What suggestions do you have to improve the project?**

## Focus group 2/ PARTICIPANT IN THE ENVIRONMENT FORUM

### Selection criteria:

Participants in the environment forum, respecting gender balance

2 target groups:

inhabitants of the Medina who do not directly benefit from the project

Direct beneficiaries of the project

### Questions

1. **What was the aim of such an event?**
2. **Why were you invited to the forum?**
3. **How were you invited?**
4. **Did you actively participate? What was your contribution?**
5. **In what way is the organization of this sort of an event important for the city and for the citizens?**
6. **What are the effects?** (at the environmental level, at the economic level, at the social level...)
7. **What do you retain from this event?**
8. **How did the forum influence your daily life, both at work and at home?**
9. **With regard to the targets set by the organizers, how would you globally evaluate the environment forum?**
10. **What suggestions do you have to improve this kind of event?**

## Focus group 3/ BENEFICIARIES OF THE PAR

### Selection criteria:

Beneficiary of the PAR,

Respecting gender balance

### Questions

1. **What actions did you benefit from within the framework of the PAR?**
2. **How would you assess the implementation of the PAR?**
  - in terms of organization
  - in terms of social support
  - in terms of management
  - in terms of implementation
3. **What was your contribution to the implementation of the PAR**
  - Took part in the meetings
  - Member of neighborhood association or other associations.
4. **If a similar relocation activity were to be carried out again, what should be repeated or changed with regard to the “AFM PAR” experience?**
5. **What do you think about the project to restructure the PLY and the foundouks, and relocating the brass-workers to Ain Nokbi, from the following points of view:**
  - urban,
  - social
  - economic (tourism, artisanry)
6. **With the distance and experience you have acquired, what would you suggest in order to improve the project and make it more efficient?**

## Focus group 4/ Sub-contracting businesses

### Selection criteria:

Businesses that are responsible for restructuring and physically restoring PLY and the foundouks

3 target types: the head of the company, the construction coordinator, workers

### Questions

1. **What are the different aspects of your task?**
2. **What problems have you encountered in the implementation?** (administrative problems, problems to do with the neighbors, supply problems, problems with the skills of workers, management problems...)
3. **How have the relocation actions been going?**
4. **One of the contract clauses linking you to your silent partners states the obligation to respect good practices in the areas of environment, health and safety at work, and respecting gender balance. How did you concretely apply these directives?**
5. **What difficulties did you encounter?**
6. **As head of a company, what do you think of these practices?**  
(necessary, expensive, hard to implement...)
  - As construction coordinator?
  - As a worker?
7. **Do you think you will apply these principles on other sites?**
8. **Globally, what do you retain from your experiences on this site?** (in terms of management by the PMU, in terms of imposed restorations, in terms of working in a complex environment such as the Medina)
9. **If it had to be redone, what would you do differently?**

## Focus group 5/ Management and supervision team

### Selection criteria:

Those responsible for the project: ADER, PMU, APP, Wilaya

### Questions

1. **What was your role in the Fez Medina project?**
2. **How would you define the partnership dynamics within the project?**  
(Total participation, confusion of tasks, doubling up of roles and assignments, difficulties in working together...)
3. **From a management point of view, what good practices were developed during this project?**
4. **What difficulties did you encounter?**
5. **If it had to be redone, what would you do differently?**

## Focus group 6/ Implementation team

### Selection criteria:

Those responsible for the project: Association, NGO.

### Questions

1. **What was your role in the Fez Medina project?**
2. **How did you become involved in the project and at what point in time?**
3. **Did you receive any training, coaching sessions or other to help you fulfill your tasks? Which ones? How would you rate them?**
4. **What do you think of the AFM project and the PAR?**
  - Since you were in contact with the affected population, what can you tell us about their involvement in the project?
  - Your own opinion as an operator in the sector
5. **What difficulties did you encounter in carrying out your tasks?**
6. **How would you rate the various managing bodies of the project?**
7. **What are some good practices that should be applied to other similar sites?**
8. **If it had to be redone, what would you do differently?**

**ANNEX E1**  
**SEMI-STRUCTURED INTERVIEWS**  
**‘AFM – ARTISANRY / PRODUCTION’**  
**SERVICE PROVIDERS**

AFM Evaluation		Production support	
Tool/target group: Interview / Service providers			
Evaluation topic		Evaluation questions	
RELEVANCE with regard to the needs of Morocco and the providers of funds			
4 Does replacing gas kilns and training for potters ensure convergence between the sectors of artisanry and tourism and the rehabilitation of cultural heritage, as was foreseen in the intervention logic?		Do you know about national or sector specific policies that ensure convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	
		Do you know of any other interventions pursuing the same objective?	
5 What are the constraints of the convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?		What are the constraints of the convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	
EFFECTIVENESS of the activities supporting production			
		To what extent did you reach your objectives? Explain.	
16 To what extent were the expected results of the activity reached (including but not restricted to the MEP indicators)? How can possible divergences be explained?		If there was any divergence within the training activities, what are they? Why?	
		(IF RELEVANT) In particular, according to you, what are the reasons why it was not possible to replace the number of kilns originally planned by the project?	
22 Are the potters' organizations that were created during the project operational? What services do they offer their members (beyond the collective acquisition of gas kilns)?		Are the potters' organizations that were created during the project operational? What services do they offer their members (beyond the collective acquisition of gas kilns)?	
		Have you noticed an improvement in the quality of pottery due to the gas kilns? I) No - II) Yes	
26 Did replacing the kilns improve the potters' offer in terms of quality (technique, design, durability), price, time, healthy and comfortable working conditions and respecting environmental standards?		Have you noticed a decrease in the price of pottery due to the gas kilns? I) No - II) Yes	
		Have you noticed a reduction in production time due to the gas kilns? I) No - II) Yes.	
		Are those artisans who changes kilns satisfied (running cost, maintenance cost, maintenance ease)?	
EFFICIENCY			
27 To what extent were the desired effects obtained with as few-a resources as possible (funds, expertise, time, administrative costs)?		Do you think you could have done better with the same budget, had you been able to intervene in the terms of reference?	
28 Were the mobilization modalities for financial, technological, organizational and human resources well mobilized within the desired time frame and at the lowest possible cost?		Did you encounter bureaucratic difficulties, for instance in terms of payment delay or other in your relationship with the APP?	
30 What was the difference between the estimated cost and the real cost of construction work (direct and indirect costs) and of services?		Were the estimated costs of the gas kiln acquisition respected?	
IMPACT at the social/gender level			



<p><b>32 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?</b></p>	<p>Have you observed any changes in the professional, family or social life of the participants after the training session?</p> <p>Have you observed changes as to their income?</p> <p>Have you observed differences between men and women?</p>
<p><b>IMPACT at the environmental level</b></p>	
<p><b>34 To what extent did the actions to increase capacity which were undertaken for the benefit of gas kiln users and potters in Fez and Marrakech (in terms of best environmental practices and health and safety at work) have an impact, expected or unexpected?</b></p>	<p>Please indicate whether replacing the kilns allowed your beneficiaries to improve their working conditions I) no- II) a little- III) a lot.</p> <p>Please indicate if replacing the kilns allowed your beneficiaries to pollute less.</p>
<p><b>SUSTAINABILITY at beneficiary level</b></p>	
<p><b>35 What is the sustainability of the achieved results and effects on the beneficiaries? What is the likelihood that the achieved results and effects on the beneficiaries will be sustained long term?</b></p>	<p>What changes did you observe in technique and design, marketing and production by the beneficiaries after the end of the activity?</p>
<p><b>36 Did the potters adopt the production and marketing techniques which were recommended by the project in a sustainable fashion?</b></p>	
<p><b>37 Are the services that the associations provide for their members sustainable after the conclusion of the project?</b></p>	<p>Do the associations provide their members with services that are in line with the project objectives?</p> <p>Which services? Future perspectives, plans? Coherent financial means?</p>
<p><b>SUSTAINABILITY at partner level</b></p>	
<p><b>40 What measures are being taken to institutionalize best practices from this project?</b></p>	<p>Could you please tell me whether you know of any solutions being envisaged to sustain good environmental practices, specifically replacing gas kilns?</p> <p>Do you know whether institutions, training bodies or local authorities have integrated the training plans suggested by the project into their standard offers for artisans?</p>

**ANNEX E2**  
**SEMI-STRUCTURED INTERVIEWS**  
**‘AFM – ARTISANRY / PROMOTION’**  
**SERVICE PROVIDERS**

AFM Evaluation		Promotion support
Tool/target group: Interview / Service providers		
Evaluation topic		Evaluation questions
RELEVANCE with regard to the needs of Morocco and the providers of funds		
4 Does the project “artisanry” ensure convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage, as the intervention logic intended?	Do you know of any national or sector specific policies that ensure convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?  Do you know of any other interventions pursuing the same objective?	
5 What are the constraints of the convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	What are the constraints of the convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	
internal COHERENCE of the project		
COHERENCE with the country’s policies and those of the other providers of funds		
13 What coherence/complementarity is there with policies of the partner country and what complementarity to the interventions of other providers of funds?	Do you know of any activities by other providers of funds in the Kingdom of Morocco, which would be complementary to the support and promotion activities of AFM (promotion campaigns, label, tourist circuits)?	
EFFECTIVENESS of the activities supporting promotion		
16 To what extent were the expected results of the activity reached (including but not restricted to the MEP indicators)? How can possible divergences be explained?	According to you, what are the most remarkable results of the project? According to you, what were the most disappointing results of the project?	
17 To what extent do the effective results contribute to "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" and/or could they contribute in future?	To what extent did you reach your objectives? Explain.  If there was any divergence within the training activities, what are they? Why?	
EFFICIENCY		
30 To what extent were the desired effects obtained with as few-a resources as possible (funds, expertise, time, administrative costs)?	Do you think you could have done better with the same budget, had you been able to intervene in the terms of reference?	
31 Were the mobilization modalities for financial, technological, organizational and human resources well mobilized within the desired time frame and at the lowest possible cost?	Did you encounter bureaucratic difficulties, for instance in terms of payment delay or other in your relationship with the APP?	
32 In terms of efficiency of implementation, what is the results analysis with regard to the mobilized budget?	Did you encounter any problems of budget inflexibility, bureaucracy when it came to mobilizing funds, long waiting times to receive the necessary authorizations etc.?	
34 What are explanations for possible over-expenditure and delays which were observed?	According to you, what are the reasons for any delays compared to the initial project plan?	
IMPACT at the social/gender level		
35 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?	Can you tell me which changes, expected or unexpected, you observed in the beneficiaries?	
IMPACT at the economic level		

<b>SUSTAINABILITY at beneficiary level</b>	
<b>37 What is the sustainability of the achieved results and effects on the beneficiaries? What is the likelihood that the achieved results and effects on the beneficiaries will be sustained long term?</b>	What changes did you observe in technique and design, marketing and production by the beneficiaries after the end of the activities?
<b>38 Are the services that the associations provide for their members sustainable after the conclusion of the project?</b>	Do the associations provide their members with services that are in line with the project objectives? Which services? Future perspectives, plans? Coherent financial means?
<b>SUSTAINABILITY at partner level</b>	
<b>39 Are the partners committed to contribute to the sustainability of the project's achievements?</b>	What measures have project partners taken in order to ensure sustainability of the project's achievements?
<b>40 What measures are being taken to institutionalize best practices from this project?</b>	Could you please tell me whether you know of any solutions being envisaged to sustain AFM's activities to support promotion (promotion campaigns, label, tourist circuits)?

**ANNEX E3**  
**SEMI-STRUCTURED INTERVIEWS**  
**‘AFM – ARTISANRY / PRODUCTION’**  
**APP, PMU, MINISTRIES / PUBLIC INST.**

<b>AFM Evaluation</b> Tool/target group: Interview / APP, PMU, ministries, public inst.	
Production support	
Evaluation topic	Evaluation questions
<b>RELEVANCE with regard to the needs of Morocco and the providers of funds</b>	
1 To what extent does "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" correspond to the needs of Morocco and the providers of funds?	To what degree does the aim "improvement in the capacity of artisans to respond to tourist and export market needs" correspond to your policies?
3 To what extent does <i>replacing gas kilns and training for potters</i> link to the national strategies in the sectors of artisanry and tourism and the rehabilitation of cultural heritage?	To what degree did the GK and training activities line up with the action plans of your institution?
4 Does <i>replacing gas kilns and training for potters</i> ensure convergence between the sectors of artisanry and tourism and the rehabilitation of cultural heritage, as was foreseen in the intervention logic?	Do you know of any national or sector specific policies that ensure convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?
5 What are the constraints of the convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage?	Could you indicate obstacles you faced when ensuring convergence between the two other sectors XXX and XXX?
<b>RELEVANCE of the project with regard to the beneficiaries' needs</b>	
	What concrete activities did you undertake during the design phase in order to guarantee equal opportunity between male and female beneficiaries, service providers and civil servants?
<b>RELEVANCE of the project in terms of design</b>	
<b>internal COHERENCE of the project</b>	
11 Were the means that were put in place in line with the set objectives and with the given deadlines?	(only APP and PMU) Please indicate whether the financial means of the project were sufficient in order to carry out the activities and respect deadlines.
12 How are the activities <i>replacing gas kilns and training for potters</i> and their objectives complementary to the project "Fez Medina"?	How are the activities replacing gas kilns and training for potters and their objectives complementary to the project "Fez Medina"?
<b>COHERENCE with policies of the country and other providers of funds</b>	
13 What coherence/complementarity is there with policies of the partner country and what complementarity to the interventions of other providers of funds?	Do you know of any activities by other providers of funds in the Kingdom of Morocco, which would be complementary to the production support activities of AFM?
14 Is the "artisanry" project complimentary to other projects financed within the framework of MCA-Morocco?	(ONLY FOR APP) Do you know of any activities of MCA-Morocco which would be complementary to the production support activities of AFM?
15 In terms of environmental practices, is the project "artisanry" coherent with other actions by FODEP/FNE or the Ministry of Energy, Mining and the Environment?	According to you, what are points of coherence of the project "artisanry" and the actions of FODEP/FNE or the Ministry of Energy, Mining and the Environment?
<b>EFFECTIVENESS of the activities supporting production</b>	

<b>16 To what extent were the expected results of the activity reached (including but not restricted to the PSE indicators)? How can possible divergences be explained?</b>	<p>According to you, what are the most remarkable results of the project? According to you, what were the most disappointing results of the project?</p> <p>According to you, what are the reasons why it was not possible to replace the number of kilns which was originally planned by the project?</p> <p>How was the strengthening of capacities for the following elements concretely carried out within the ministry: implementing the technology transfer package for gas kilns, promotion activities (project management, procurement, logistics and communication)?</p>
<b>18 Did the environmental and social impact assessment on the use of GK allow to specify the implementation modalities which were foreseen in the TORs (environmental and social aspects)?</b>	(ONLY FOR APP, PMU) What is your opinion on the report "environmental and social impact assessment on the use of GKs"? Why? Was it used?
<b>EFFICIENCY</b>	
<b>27 To what extent were the desired effects obtained with as few-a resources as possible (funds, expertise, time, administrative costs)?</b>	How would it have been possible to achieve the expected results with fewer resources?
<b>28 Were the mobilization modalities for financial, technological, organizational and human resources well mobilized within the desired time frame and at the lowest possible cost?</b>	<p>Did you encounter difficulties in mobilizing financial, technological, organizational and human resources?</p> <p>Were the resources available to you in each activity (detail) sufficient to reach the project objectives?</p>
<b>29 In terms of efficiency of implementation, what is the results analysis with regard to the mobilized budget?</b>	(ONLY FOR APP) Did you encounter any problems of budget inflexibility, bureaucracy when it came to mobilizing funds, long waiting times to receive the necessary authorizations etc.?
<b>30 What was the difference between the estimated cost and the real cost of construction work (direct and indirect costs) and of services?</b>	(ONLY FOR APP, PMU) According to you, what are the reasons for any delays compared to the initial project plan?
<b>31 What are explanations for possible over-expenditure and delays which were observed?</b>	
<b>IMPACT at the social/gender level</b>	
<b>32 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?</b>	Can you tell me which changes, expected or unexpected, you observed in the beneficiaries?
<b>IMPACT at the economic level</b>	
	According to you, what are the most remarkable economic results of the project? According to you, what were the most disappointing economic results of the project?
<b>IMPACT at the environmental level</b>	
	According to you, what are the most remarkable environmental results of the project? According to you, what were the most disappointing environmental results of the project?
<b>SUSTAINABILITY at beneficiary level</b>	
<b>SUSTAINABILITY at partner level</b>	
<b>39 Are the partners committed to contribute to the sustainability of the project's achievements?</b>	What measures have project partners taken in order to ensure sustainability of the project's achievements?

40 What measures are being taken to institutionalize best practices from this project?	Could you please tell me whether you know of any solutions being envisaged to sustain the good environmental practices?
41 What lessons can be learned from the experiences of various partners who took inspiration from the approach and intervention mode of the AFM project (both in terms of design and implementation)?	Have you observed any other projects taking inspiration from the experiences of the AFM project?
<b>SUSTAINABILITY at State level</b>	
42 Has the Ministry of artisanry put in place means to institutionalize and ensure the sustainability of the positive achievements of continued training in general ( <i>cross-check with the evaluation of “continued training, AFM project” and “Functional literacy and professional training activities”</i> )?	<p>What measures have been taken in order to institutionalize and ensure sustainability of the training actions (VT financing by the State or other actors, public or private)?</p> <p>What lessons is the ministry currently drawing from the weak results of the GK activity?</p> <p>Will the training programs which were developed during the project be (or have they been) included in the training programs of national entities or at the local level?</p>



**ANNEX E4**  
**SEMI-STRUCTURED INTERVIEWS**  
**‘AFM – ARTISANRY / PROMOTION’**  
**APP, PMU, MINISTRIES / PUBLIC INST.**

AFM Evaluation		Promotion support	
Tool/target group: Interview / APP, ministries			
Evaluation topic		Evaluation questions	
RELEVANCE with regard to the needs of Morocco and the providers of funds			
1 To what extent does "increasing the revenues of the beneficiaries (SMEs and artisans), due to an improvement in their capacity to respond to tourist and export market needs" correspond to the expectations and needs of Morocco and the providers of funds?		To what degree does the aim “improvement in the capacity of artisans to respond to tourist and export market needs” correspond to your policies?	
3 To what extent do the promotion campaigns, the label, the tourist circuits link to the national strategies in the sectors of artisanry, tourism and the rehabilitation of cultural heritage?		To what degree do AFM’s activities to support promotion (promotion campaigns, label, tourist circuits) line up with the action plans of your institution?	
4 Does the project “artisanry” ensure convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage, as the intervention logic intended?		Do you know of any national or sector specific policies that ensure convergence between the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	
5 What are the constraints of the convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage?		Could you indicate obstacles you faced when ensuring convergence between the two other sectors XXX and XXX?	
RELEVANCE of the project with regard to the beneficiaries’ needs			
		What concrete activities did you undertake during the design phase in order to guarantee equal opportunity between male and female beneficiaries, service providers and civil servants?	
RELEVANCE of the project in terms of design			
internal COHERENCE of the project			
11 Were the means that were put in place in line with the set objectives and with the given deadlines?		(only APP and PMU) Please indicate whether the financial means of the project were sufficient in order to carry out the activities and respect deadlines.	
COHERENCE with the country’s policies and those of the other providers of funds			
13 What coherence/complementarity is there with policies of the partner country and what complementarity to the interventions of other providers of funds?		Do you know of any activities by other providers of funds in the Kingdom of Morocco, which would be complementary to the promotion support activities of AFM (promotion campaigns, label, tourist circuits)?	
14 Is the “artisanry” project complimentary to other projects financed within the framework of MCA-Morocco?		(ONLY FOR APP) Do you know of any activities of MCA-Morocco which would be complementary to the promotion support activities of AFM (promotion campaigns, label, tourist circuits)?	
15 In terms of environmental practices, is the project “artisanry” coherent with other actions by FODEP/FNE or the Ministry of Energy, Mining and the Environment.		According to you, what are points of coherence of the project “artisanry” and the actions of FODEP/FNE or the Ministry of Energy, Mining and the Environment?	
EFFECTIVENESS of the activities supporting promotion			
16 To what extent were the expected results of the activity reached (including but not restricted to the PSE indicators)?		According to you, what are the most remarkable results of the project? According to you, what were the most disappointing results of the project?	
18 Did the needs study in promoting Moroccan artisanry allow to specify the implementation modalities which were foreseen in the TORs?		(ONLY FOR APP, PMU) What is your opinion on the “Study of promotion needs” and on its operability? Why? Was it used?	
19 Was the activity to promote artisanry implemented in accord with the needs study?			
		What concrete activities “and what corrective measures” did you undertake during the implementation phase in order to guarantee equal opportunity between male and female beneficiaries, service providers and civil servants?	
EFFICIENCY			

<b>31 Were the mobilization modalities for financial, technological, organizational and human resources well mobilized within the desired time frame and at the lowest possible cost?</b>	Did you encounter difficulties in mobilizing financial, technological, organizational and human resources? Were the resources available to you in each activity (detail) sufficient to reach the project objectives?
<b>32 In terms of efficiency of implementation, what is the results analysis with regard to the mobilized budget?</b>	(ONLY FOR APP) Did you encounter any problems of budget inflexibility, bureaucracy when it came to mobilizing funds, long waiting times to receive the necessary authorizations etc.?
<b>34 What are explanations for possible over-expenditure and delays which were observed?</b>	(ONLY FOR APP, PMU) According to you, what are the reasons for any delays compared to the initial project plan?
<b>IMPACT at the social/gender level</b>	
<b>35 Can changes be observed (positive or negative, expected or unexpected changes that are linked exclusively to the activity) in behavior, practices and living conditions of the beneficiaries (specifically women)?</b>	Can you tell me which changes, expected or unexpected, you observed in the beneficiaries?
<b>IMPACT at the economic level</b>	
	According to you, what are the most remarkable economic results of the project? According to you, what were the most disappointing economic results of the project?
<b>IMPACT at the environmental level</b>	
	According to you, what are the most remarkable environmental results of the project? According to you, what were the most disappointing environmental results of the project?
<b>SUSTAINABILITY at beneficiary level</b>	
<b>SUSTAINABILITY at partner level</b>	
<b>39 Are the partners committed to contribute to the sustainability of the project's achievements?</b>	What measures have project partners taken in order to ensure sustainability of the project's achievements?
<b>40 What measures are being taken to institutionalize best practices from this project?</b>	Could you please tell me whether you know of any solutions being envisaged to sustain the good environmental practices?
<b>41 What lessons can be learned from the experiences of various partners who took inspiration from the approach and intervention mode of the AFM project (both in terms of design and implementation)?</b>	Have you observed any other projects taking inspiration from the experiences of the AFM project?
<b>SUSTAINABILITY at State level</b>	
<b>42</b>	<p>What measures have been taken in order to institutionalize and ensure sustainability of the promotion actions?</p> <p>Have the evaluation results of private organizations (by the company in charge of promotion activities), permitted the choosing of the private organization which will be in charge of managing the label (and other activities related to promotion)?</p> <p>What is the government's commitment to co-finance (with the partners and beneficiaries) and organize the financing of actions supporting promotion beyond the project?</p> <p>What are the other initiatives pursuing the same objective?</p>

**ANNEX E5**  
**SEMI-STRUCTURED INTERVIEWS**  
**‘AFM – FEZ MEDINA’**  
**MINISTRIES AND REGIONAL DELEGATIONS**

Evaluation topics	SECA/DRA/MA	MEE/DRE/RADEF	MT/DRT/OT	MH/AU
30. To what extent do the various project activities link to the national strategies in the sectors of artisanry, tourism and the rehabilitation of cultural heritage?	Analyze the elements of the national artisan strategy (discussion led by the evaluator) What do you think of the Fez Medina project? Is it in line with the national approach? Are you currently defining the future strategy? Are there any lessons that should be learnt from the project? What is the regional policy developed by the ministry in Fez?	Analyze the elements of the national artisan strategy in the area of environment which are relevant to the project (discussion led by the evaluator) What do you think of the Fez Medina project and its environmental element? Is it in line with the national approach? Are you currently defining the future strategy? Are there any lessons that should be learnt from the project? What is the regional policy developed by the ministry in Fez?	Analyze the elements of the national artisan strategy in the area of tourism which are relevant to the project (discussion led by the evaluator) What do you think of the Fez Medina project? Is it in line with the national approach? Are you currently defining the future strategy? Are there any lessons that should be learnt from the project? Do you have the latest numbers concerning the number of tourists in Fez, the number of overnight stays and the average spending? What is the regional policy developed by the ministry in Fez?	Can you tell us about the ministries strategy on the rehabilitation of buildings in the medinas of Morocco and of Fez in particular? What do you think of the Fez Medina project? Is it in line with the national approach? Are there any lessons that should be learnt from the project? What is the regional policy developed by the ministry in Fez?
31. Does the project ensure convergence between the sectors of artisanry, tourism and rehabilitation of cultural heritage, as the intervention logic intended? What are the constraints of this convergence?	Does the strategy developed by your ministry foresee convergence in actions between the sectors of artisanry, tourism and the rehabilitation of cultural heritage? How would you rate this convergence in the AFM project framework? What are the reasons for the success or the lack of success of this approach?		Does the strategy developed by your ministry foresee convergence in actions between the sectors of artisanry, tourism and the rehabilitation of cultural heritage? If yes, what is the concrete manifestation of this convergence and which service is responsible for it? How would you rate this convergence in the AFM project framework?	Does the strategy developed by your ministry foresee convergence in actions between the sectors of artisanry, tourism and the rehabilitation of cultural heritage? If yes, what is the concrete manifestation of this convergence and which service is responsible for it? How would you rate this convergence in the AFM project framework?

Evaluation topic	SECA/DRA/MA	MEE/DRE/RADEF	MT/ DRT/OT	MH/AU
32. What about the relevance of the awareness raising campaign (environment forum) on environmental protection which the project undertook for the population of the Fez Medina?		<p>As you know, several actions were carried out under the Fez medina project framework which aimed at environmental protection. In this respect, how would you judge the environmental forum which the project undertook for the population of the Medina? What were the effects? How should this experience be capitalized on?</p> <p>In conformity with the legislation in place, impact assessments were carried out for the 3 foundouks, the Lalla Yeddouna Square and AIN Nokbi. What do you think is the relevance of these studies? How would you rate their operational implementation?</p> <p>What about the effectiveness of the RADEEF actions in terms of upstream protection (treatment of solid and liquid waste) and intercepting household waste close to oued Jaouahir?</p>		
33. Is the industrial water treatment process for the production units in Ain Nokbi relevant?		What do you think about the process which is planned for the production units in Ain Nokbi for industrial water treatment? What is the expected impact?		

Evaluation topic	SECA/DRA/MA	MEE/DRE/RADEF	MT/ DRT/OT	MH/AU
34. The coherence with other relevant interventions financed in Morocco by other providers of funds or grant-giving organizations. Here, it is essentially about examining the coherence and complementarity based on examples of what has been carried out in the Fez Medina with partners such as UNESCO and the World Bank, and on intervention axes which are foreseen in the National Indicative Programs for Morocco between 2007-2013, specifically the modernization program for the Fez Medina, which is being implemented by the Wilaya and local partners.	In addition to the AFM program, several other actions have been carried out, by the ministry and by other providers of funds such as UNESCO and the World Bank. Can you tell us about these? Is there a degree of complementarity with the AFM project? To what extent has the AFM project helped you with the implementation or the design of these other projects?			
35. The coherence of the projects, be it AFM or FLVT, in terms of environmental practices with what has been or is being carried out within the FODEP/FNE framework or by the Ministry of Energy, Mining and the Environment.		Can you tell us about actions which are being undertaken by the ministry and its partners in the Fez Medina? How would you position them in relation to the actions which were carried out in the framework of the AFM project?		
(How) did the PAR contribute to the protection of oued Jaouahir from waste generated by polluting artisanry activities in the PLY?		How do you rate the current pollution situation in Oued Jaouahir? What was PAR's contribution to the protection of the oued?		

Evaluation topic	SECA/DRA/MA	MEE/DRE/RADEF	MT/ DRT/OT	MH/AU
11.Are the partners committed to contribute to the sustainability of the project's achievements? What measures are being taken to institutionalize best practices?	What do you think of the AFM experience? How can the achievements be sustained? What best practices should be re-applied and how?	What do you think of the AFM experience? How can the achievements be sustained? What best practices should be re-applied and how?	What do you think of the AFM experience? How can the achievements be sustained? What best practices should be re-applied and how?	What do you think of the AFM experience? How can the achievements be sustained? What best practices should be re-applied and how?



## **ANNEX F**

### **PRELIMINARY TIMETABLE**

Submitted separately in Excel

**PRELIMINARY NARRATIVE, submitted May 17, 2013**

**Final evaluation of the MCA-Morocco Compact – Lot 3 – Final evaluation of the “Artisan and Fez Medina” Project and the “Functional Literacy and Vocational Training (FLVT)”Activity, Contract N°APP/2012/PP10/QCBS/ME-16-Lot-3**

**\*\*GENERAL APPROACH \*\***

The timetable’s breakdown by stage considers the following main steps and lines of action:

- The evaluation results—that is, submission of the deliverables
- The methodological requirements outlined in the Terms of Reference
- The methodology proposed by the AC-TT consortium
- The exchanges between APP and the consortium at meetings and areas of progress

The object of developing this tool is to create a document that reflects contractual obligations (static tool), while at the same time serving as an instrument for communication between APP and the consortium. This will facilitate a better understanding of operational realities.

At this point, the second timetable, or work plan, has been submitted and remains an intermediate document. A final work plan, including a description of the field activities, should be submitted on May 30, at the time the methodological report is finalized. However, this assumes:

- APP’s prior delivery of all databases, which are required for extracting the variables essential for completing the sampling, which in turn requires the ability to locate the survey subjects
- APP’s preapproval of the sampling process, necessary for a decision on the location of the field activities (submission, followed by approval of the interview schedule for the subsequent launch of phase 2).

The design of this work plan requires consideration of the strong interdependence between the project activities (only rarely can one activity begin before the preceding one ends). The design of the phase 2 elements is again dependent on receipt of the complete databases for the components evaluated.

## **\*\*PHASE 1\*\***

### **Part 1.1: Signing of contract and kick-off on April 15, 2013**

#### **Part 1.2: Human resources – management team**

Objective: Secure approval of the experts described in the Terms of Reference (civil and environmental engineers).

*Nota bene:* In this case, the contractor was faced with a situation of *force majeure*—that is, the resignation of the team leader for health reasons. Therefore, to guarantee that the activities go forward, it is suggested that May 31, 2013 be set as the deadline for approval of one of the replacement candidates that the contractor will suggest.

#### **Part 1.3: Submission of information by the contractor – presentation of the evaluation to stakeholders and definition of the interview schedule**

Objective: To enable the subject specialists to connect with the stakeholders who participated in the activities evaluated and assist with the sampling and definition of the interview schedule.

Meeting this objective depends on obtaining the databases with information on the project beneficiaries and stakeholders.

##### Description of tasks:

For both AFM and FLVT:

- Meetings and presentations between consortium experts and their APP counterparts;
- Request for secondary sources (database and project documents);
- Following receipt of the databases, coordination with both the statistician (to establish the sampling) and the logistics expert;
- Planning of meetings on the databases by the subject specialists;
- Communication of a detailed agenda of meetings on analyses of the complete databases submitted by APP;
- Introduction of the subject specialists to stakeholders by APP.

#### **Part 1.4: Design of evaluation tools**

Objective: Design the tools for evaluating the entire methodology

##### Description of tasks:

For both the AFM and FLVT components:

- Analysis of secondary sources by the experts, after obtaining these documents from open source sites or requesting them from APP;
- Development of evaluation tools for surveys, interviews, focus groups, and case studies;
- The methodology seminar will be the main phase of coordination between the experts and the methodology expert to finalize the methodology and evaluation tools, tailored to each component and based on the information furnished by APP up to this point.
- This seminar, among other things, will produce the design of the format and content of the focus groups and the design of the matrix for each component, based on the available

- documentation on the intermediate sampling, which will be provided at the time of the seminar.
- The methodology report will be prepared once this seminar is concluded and will be remitted to APP.

*Nota bene:* Given the available time and the June 30, 2013 deadline for the first deliverables, the contractor strongly recommends that two versions of the methodology report (preliminary and final versions) be provided for and that the principle of 3 versions of the first thematic reports, to be submitted on June 30, be upheld. This suggestion is aimed at getting a good start and ensuring good coordination of all phase 2 activities.

### **Part 1.5: Design of data collection tools**

Objective: To design and implement the means necessary for data collection during field operations.

Description of tasks:

**1. Design and organization of data collection:**

- The sampling will be conducted and presented on 2 occasions: simultaneously with the methodology report and after receipt of the data from APP. It is imperative that the databases be received by May 20, 2013 at the latest.
- An operational plan of action, prepared in advance using the timetables, will be prepared based on the sample to be approved and the methodology options retained after submission of the note.

**2. Human resources:**

- The names of the field resources (supervisors, interviewers, and moderators) will be submitted to APP for approval far enough in advance to guarantee the training, testing, and deployment of these resources in the field as established in the current timetable to meet the deadlines for the first deliverables.
- The final selection of the candidates will follow the different stages in the preparation and approval of the sample and depend on the receipt of the complete databases..

**3. Material resources and support:**

- Advance identification of service providers; price quotes, drafting of the budget, and reservation of the material.
- Finalization of the sample and operational plan of action on receipt of the complete databases; final reservation, purchase, and deployment.
- The material resources will be deployed under a plan for ongoing monitoring and restocking of these resources, overseen by the logistics expert.

## **\*\*PHASE 2\*\***

### **Part 2.1 Data collection**

Objective: To collect the data necessary for the evaluation.\*

Description of tasks:

#### **1. Human resources: supervisors, interviewers, moderators**

- Training the teams involved in fieldwork will make it possible: to test the evaluation tools, instruct each member about his or her activities, and establish a mechanism for transmitting information, mainly survey data.
- The testing will be done in the presence of the subject specialists and the team leader to capitalize on the results of the tests and make the necessary adjustments to the tools designed. Any changes will be communicated to APP.

#### **2. Fieldwork**

- Scheduling of the fieldwork, interviews, focus groups, and case studies will be based on the deadlines for submission of the deliverables and the time needed for their preparation/translation from Arabic, when necessary, and the operational plan.

### **Part 2.2: Data analysis**

Objective: To set up a system to ensure a continuous streamlined flow of information from the field to facilitate preliminary data analysis by the subject specialists and use of the data in the evaluation reports.

#### **1. Primary sources:**

- Collection and processing of the results of the surveys, focus groups, and questionnaires for the FLVT (PEACQ included) and AFM components.

#### **2. Database:**

- Systematic daily analysis of the data collected by the teams of interviewers; dissemination of the results by the statistician under the coordination of the logistics expert to ensure continuous use of the results in the team members' evaluation reports.

### **Part 2.3: Reporting**

The following approach will be used in the reports prepared:

- All reports will be subject to quality control before transmission to the client. This control will be exercised by Methodology Expert M. Lorenzoni and Evaluation Manager Mrs. Ferreira (see paragraph below to review the quality control mechanism).
- Pursuant to Aide-memoire N°1, each report will strive to comply with the principle of 3 versions (preliminary, intermediate, and final). A period of 5 to 7 business days will be set aside for the review and editing of the deliverables, pursuant to the Terms of Reference. (pg. 85)
- The format of each report will follow the guidelines contained in the Terms of Reference (pages 50–51).

- The translation will be based on the final version of the deliverables and will require 10 business days..

***Cross-cutting activity: Quality control:***

Design of a quality control plan via:

- **The design of evaluation tools.**
- **Monitoring of the interview data**
  - The selected software: through automatic monitoring that guarantees that all required fields are complete
  - Supervisors: monitoring of the internal consistency of the interviews
- **Monitoring of the FG data.** Quality control of the first three reports from the FGs will be performed by Quality Expert M. Lorenzoni before the next FGs are held. Quality control will focus particularly on the exhaustiveness of the results and the logical consistency of their organization in relation to the evaluation questions.
- **Quality control of the reports.** All evaluation reports (deliverables) will be subject to a “peer review”—that is, a review by Methodology Expert Marco Lorenzoni and Transtec Evaluation Manager Aurélie Ferreira.