

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



Artisan and “Fez Medina” activity (AFM)

Fez Medina Activity

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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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Executive Summary

The Fez medina activity involves the restoration and construction of three historic fondouks with high architectural and cultural value, the development of Lalla Yeddouna square, the resettlement of populations affected by the project, pursuant to the Resettlement Action Plan (PAR), and the development of the Aïn Nokbi site. The activity is part of the AFM project.

Its specific objective is to revitalize the medina by rehabilitating four historic sites of major historic, cultural, and architectural value and transfer polluting copper working activities to Aïn Nokbi.

On 1 September 2013, the status of the project could be summarized as follows:

- Work on the Aïn Nokbi site was completed and the beneficiary population from Lalla Yeddouna square transferred.
- Work on the three fondouks was 35% completed.
- Disbursement was **at 28%**.
- Except for the demolition, which was complete, work on Lalla Yeddouna square **had not yet begun**.
- At the conclusion of the Compact, the objectives of the “Fez Medina” activity had not been met.

Given the diversity of the initiatives to be evaluated, the evaluation team focused on directly eliciting extensive direct participation of the beneficiaries through focus groups and semistructured interviews, complemented by a survey of a sample of 100 representatives of the beneficiary populations.

Triangulation of the results of the various evaluation tools yielded the following conclusions for each evaluation criterion:

High degree of Relevance

The “Fez Medina” activity was highly relevant. It was fully aligned with the objectives of the Moroccan government and reflected its priorities. Its various components furthered convergence of the handicrafts and tourism sectors and restoration of the country’s historical heritage. Through its intervention logic, specific objectives, and subactivities, the “Fez Medina” activity contributed to meeting the goal set by the Compact: fighting poverty.

Good Coherence

The “Fez Medina” activity was part of an initiative already launched by the local Government. It was coherent with the overall plan of action for handicrafts and local initiatives to transfer polluting activities to Aïn Nokbi and restore the city’s cultural heritage. However, there was a virtual absence of coherence between the Ministry’s and “Fez Medina” activity’s timetables. Relocating the copper workers from Lalla Yeddouna square was only part of the chain of production. The remaining copper workers, who were to have been relocated by the Ministry, are still in the medina. The chain of production has therefore been broken, with significant economic and social repercussions.

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In interproject terms (FM, AFM, FLVT), there was real coherence among the general objectives of the three activities. However, notwithstanding the convergence among project objectives, the projects were designed separately, with no bridging activities to link them. Lack of coherence in the design made the various activities entirely independent of one another, even though their interaction would have been enriching and created real value added for the beneficiaries.

Mediocre Effectiveness

The mediocre effectiveness of the “Fez Medina” activity was attributable to a combination of factors:

- Confusion about the roles of the two partners, APP and PMU
- A management challenge for the two entities
- Excessively centralized decision-making
- The rigidity and complexity of the implementation procedures
- Failures of the project manager
- A too-lengthy investigative phase
- The reformulation of the project with the elimination of the Bab El-Makina project, viewed as a veritable breach by the project’s partners.
- The basis for the properties’ assessment had not received clearance, while the time left to do it was very short

Middling Efficiency

The very middling efficiency of the activity was due to problems in the field with the mobilization of human, technical, and financial resources and significant cost overruns in the work.

Generally Positive Impact

Overall, the “Fez Medina” activity had a positive impact on the beneficiary groups of the Resettlement Action Plan, who saw an improvement in their social and economic situation. Vulnerable populations especially benefited, thanks to the training and vocational integration program, which opened up new occupational vistas for them. Moreover, the working conditions of beneficiaries in Ain Nokbi substantially improved.

Positive impacts were also seen in the businesses and management teams, whose competencies and know-how were improved by the project.

The project had some unexpected adverse effects on neighboring populations that were economically linked to Lalla Yeddouna square but were not beneficiaries of the PAR. When the project was conceived, the risk of adverse effects on this group was considered to be minimal because of the short duration of these effects. However, the delays sharply exacerbated the adverse impact, with the result that many businesses were forced to close and declare bankruptcy.

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Uncertain Sustainability

Failure to complete the construction work has made the sustainability of the “Fez Medina” activity’s gains hypothetical and dependent on the general direction in which the various sites will be steered, the involvement of the relevant authorities, and how the project will be managed in the future.

Sustainability of the beneficiaries’ learning:
Given the crisis in the copper working sector, if the economic dynamic in Aïn Nokbi is not unleashed, the sustainability of the project’s effects will likely be in jeopardy. In the absence of post-project follow-up, the sustainability of the effects of the social assistance that was provided to vulnerable populations is uncertain.
The Ministry in question should develop a real strategy to revitalize the copper working sector. Several measures are needed, especially training in design and promotion of the activity domestically and internationally. Social assistance for vulnerable populations should be resumed and managed by a qualified team to ensure its effectiveness.
Sustainability of the infrastructure created by the “Fez Medina” activity:
Given the quality of the buildings and technical installations, the production units will be sustainable as long as producers do not make significant clandestine alterations to the physical space of their unit.
The authorities should provide assistance to producers who wish to modify their unit.
Sustainability of the good practices learned by construction companies:
Absent very strong political will and clear legislation, the high cost of the procedures remains a disincentive to their future replication.
Efforts should be made to pass a law governing working conditions and the use of good health, safety, and environmental protection practices at construction sites.
Sustainability of the good practices learned by the management teams:
Ensure that the gains made by human resources are capitalized on, notably through employment guidelines for APP and PMU at the end of the Compact.
Sustainability linked to replication of the PAR policy:
The cost of the compensation provided and action taken under the “Fez Medina” activity is too high, even if they are undeniably relevant and efficient. Absent a foreign donor, replication of the same level of compensation in a similar project is highly unlikely.
The competent authorities should devise a resettlement plan tailored to the Moroccan context that capitalizes on the successful experience of the PAR/Fez medina.

Acronyms

ADER	Agence de Développement et de Réhabilitation de la Medina de Fès
AFM	Artisan and Fez Medina
AMU	Activity Management Unit
APP	Agence du Partenariat pour le Progrès
CFA	Centre de Formation par Apprentissage
COS	Conseil d’Orientation Stratégique
CQPAT	Centre de qualification professionnelle des arts traditionnels
DRA	Regional Directorate of Artisanry
EL	Evaluation topic
EQ	Evaluation question
FEA	Fédération des entreprises artisanales
FG	Focus group
FL	Functional literacy
FLVT	Functional literacy and vocational training
FNE	Fonds National de l’Environnement
FODEP	Fonds de Dépollution Industrielle
GK	Gas kiln
MA	Ministry of Handicrafts
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MCQ	Multiple-choice question
MDA	Maison des Artisans
ME	Microenterprise
NGO	Nongovernmental organization
OFPPT	Office de la Formation Professionnelle et de la Promotion du Travail
PAP	Population affected by the project
PAR	Resettlement Action Plan
PLY	Lalla Yeddouna square
PMU	Project Management Unit
RADEEF	Régie Autonome de Distribution d’Eau et d’Électricité de Fez
SMEs	Small and medium-sized entreprises
STEP	Station d’Epuration des eaux usées
SWOT	Strengths - Weaknesses - Opportunities - Threats
TA	Technical assistance
TOR	Terms of reference
VAT	Value added tax
VT	Vocational training

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1: Preamble

1.1 Mission objectives

Based on the TOR for the evaluation of the Artisan and “Fez Medina” activity, the project team has understood from the outset that the evaluation of this project (and the FLVT activity conducted at the same time¹) in follow-up to the 2011 mid-term evaluation “...must, in evaluating the performance of this project and activity, employ the criteria of relevance, effectiveness, efficiency, and sustainability, as well as impacts, while taking gender into account. It must draw lessons for the institutional partners involved and issue useful recommendations, on the one hand, to guarantee the sustainability of the outcomes obtained [...] and on the other, to improve the design and implementation of similar projects for the handicrafts sector and restoration of historical sites...” The general approach of the project evaluation team in the field was participatory, and not only because the beneficiaries’ and agents’ opinions are essential for evaluating project performance vis-à-vis the aforementioned criteria and the team had verified on several occasions that this approach was shared by the APP Monitoring and Evaluation Office and MCC consultants; the fact is that participation by the beneficiaries and other actors offered a realistic look at the situation and a guarantee of success in terms of “the prospects of attaining the future outcomes from the AFM project,” as envisioned by the TOR. Strictly following the directives in the TOR, the Consortium adopted an evaluation methodology that took into account the potential constraints and/or obstacles to the performance outlined in the initial identification and design of the project. The evaluation team applied these principles and operationalized them by defining the parameters of the evaluation as precisely as possible,² detailing the project’s objectives in a conceptual and logical framework and using tools for data collection in the field that were coherent internally and with the objectives of the TOR.

1.2 The Consultant and execution of the evaluation

1.2.1 Transtec-Attitudes Conseil Consortium

In deploying its team in the field, the Consortium took great pains to put one in place that combined international expertise in countries whose social, economic, and cultural background was similar Morocco’s with an insider’s knowledge of the fields of activity and institutional scenarios covered by Lot 3.

Each team member contributed particular expertise to the project, as follows:

- Architect **Bouchra Alaoui**, a specialist in the restoration of cultural heritage, possesses an extensive knowledge of the specific heritage of Fez and its medina
- **Jean François Astoury**, specializing in handicrafts and design, has had a long career evaluating and training beneficiaries of this type

¹ According to the TOR, this final evaluation report for the AFM project differs from that of the FLVT activity, which is the subject of its own final report. The project team employed a “systematic” methodological approach that examined AFM and FLVT results in terms of a framework of specific outcomes integrated into a general framework (see AFM and FLVT Methodology Notes); especially as many of the beneficiaries are artisans (virtually all of them in the AFM project and 45% of them in the FLVT activity).

² To do so, the experts sought more frequent contact with the institutional and operational partners. This was not always easy because of the latter’s limited availability, especially given their mandates vis-à-vis the MCA.

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- Statistician **Aomar Ibourk**, university professor and researcher in this field. From the start of the project, he has monitored the design, development, and administration of the survey tools to 770 persons;
- Environmental expert **Mohammed Yousfi**, who, though joining the team in the operational phase, capitalized on the other experts’ preliminary results with respect to the AFM project’s environmental risks and environmental protection measures.

1.2.2 Launch and organization of the work^{3,4}

As the evaluation moved forward, the Consortium worked tirelessly to put together a first-rate evaluation team of experts with a range of professional and cultural backgrounds (a strategy that undoubtedly enriched the process but at the same time increased the risk of disagreements and misunderstandings) to take the greatest possible advantage of the synergy among them. From the very outset, the team’s cultural mix (4 Moroccans and 4 non-Moroccans) was an asset in its methodological approaches and especially for grasping the evaluation’s qualitative and cultural dimensions and analyzing and interpreting the quantitative data gathered during the Phase 2 fieldwork.

Regarding relations between the team of experts and APP, the Consortium would like to express its appreciation to the officials from the Monitoring and Evaluation Office for making themselves available and monitoring, in terms of content and not simply form, the progress of the work and deliverables. The Team Leader and each expert constantly benefited from their availability to attend the work meetings requested, which were marked by lengthy debates with a wealth of content and yielded tangible results, for which we thank them here.

1.3 Status of the “Fez Medina” activity at the time of the evaluation

Fondouks

- Staouniyyine fondouk, 30% achieved
- Berka fondouk, 35% achieved
- Chemmaïne/Sbitriyyine fondouks, 40% achieved
- The forecasted budget for the works is US\$8,353,339
- Expenditures, as of the end of August 2013 were US\$2,365,960, or 28% of the estimated budget (source PMU)

Lalla Yeddouna square

- The demolition phase is complete
- 0% of the construction work is completed (contract for the work still not signed)
- The forecasted budget is US\$35,177,134

³ See Annex 1: Persons Interviewed

⁴ See Annex 2: Documents Reviewed

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- US\$273,828 of the budget is disbursed; that is, less than 1% of the estimated budget (source: PMU)

PAR

- Except for some PAR categories (chiefly the neighborhood) the PAR activity is 100% implemented, with 1014 beneficiaries
- The total budget is US\$8.7 million

Nokbi site

- Implementation is at 100%
- The fondouk and its units have been released to the beneficiaries
- The forecasted budget is US\$16,299,213
- The disbursed budget is US\$10,435,963 (source: PMU)

1.4 Implementation timetable⁵

⁵ See Annex 3: Project Timetable

Chapter 2: Deployment of the mission

2.1 Challenges implementing the operational framework

Among the various scenarios for usefully describing the work tool utilized—that is, the implementation of the operational framework proposed by the Consortium for evaluating Lot 3, the evaluation team chose that of recounting the evaluators’ experience in the AFM project’s evaluation area over these five months. It is first important to point out the problems with start-up, which were due primarily to the need to reach agreement on the methodology with the client, APP⁶; this which led to delays in the finalization and approval of the Methodology Notes. Notwithstanding, these delays did not have an adverse impact, as they led, especially after the Team Leader joined the other experts, to a beneficial series of meetings and methodological discussions between the evaluators and the Team Leader, and with APP’s Monitoring and Evaluation Coordinator.

These discussions enabled the APP and evaluation to advance their critical thinking to simultaneously:

- Ensure better understanding by each of the real issues in this evaluation
- Clarify the methodological concepts to put in place prior to the evaluation mission.

In this regard, the evaluation team would like to point out the benefits of an excessively long methodological phase (Phase 1):

- On the one hand, the effort to simply concepts (and their semantic consequences, which it was important to clarify) with respect to the relationship between the means employed in this project, its two activities and their subactivities, the short-term outcomes, and those anticipated in the medium and long term. This simplification was seen in the Methodology Note and, hence, the evaluators’ work, in the form of a new descriptive framework containing all the components developed by the Compact for the AFM project (thus rewriting the history of this project during its three years of existence) and a new logical framework that respected the project evaluation criteria spelled out in the Terms of Reference⁷ while focusing the evaluation on the evidence of its impact and specific outcomes.⁸ This, of course, strongly influenced the choice of data collection tools, especially those for the field survey of beneficiaries;
- On the other hand, the conceptual framework’s inclusion of the observation of beneficiaries’ opinions about the AFM project’s outputs and impact and the assessment of their satisfaction with the immediate outcomes vis-à-vis their current and future expectations. Although it should be no substitute for measurement, this dimension – *the analysis of satisfaction vis-à-vis expectations* – is very important in an evaluation of this type. Moreover, notwithstanding that it is fully in line with the participatory approach chosen by the team, it was actually conducted to be certain of the beneficiaries’ motivation and interest to ensure the sustainability of AFM project

⁶ The absence of a Team Leader for the first seven weeks of the evaluation work undoubtedly played an important part in these problems.

⁷ Relevance, efficiency, effectiveness, sustainability, and impacts

⁸ The activity in support of the handicrafts sector (production and promotion) and the activity for restoring the Fez medina had their own particular characteristics, which the evaluation team gave priority to analyzing from the start of the mission by means of visits and interviews; the result was an evaluation process that was socially and culturally appropriate to the domains involved.

activities. This analysis of unquantifiable elements (the meeting of expectations) is an integral part of the evaluation, reflected in the matrices/logical frameworks in the Methodology Note and evidenced in the questionnaires’ inclusion of a series of more personalized questions that were previously lacking.

The field survey played a major role in the methodology that the evaluation team adopted after consulting with APP. However, as in any work of this nature, the choice of interviewers and their supervisors is extremely important and affects the quality of the work. It is well-known that every institution, national or international, encounters the same problems with this type of exercise. From the outset, efforts were made to forge a team of interviewers and supervisors acceptable to APP; however, due in part to the delay in the finalization and approval of the Methodology Note, the need to produce the successive field reports obliged it to keep a minimum group of interviewers and supervisors available and to ensure contractual logistics by engaging, with the agreement of APP, a specialized consulting firm that had a very good reputation with the Ministry of Handicrafts and APP: *Data Ingénierie* (DI). DI was tasked by the Consortium with recruiting the interviewers and supervisors, providing them with the necessary transportation, collecting and reviewing the questionnaires once they had been completed,⁹ and entering the data into the data matrix created by the statistician.

Thanks to close collaboration between the evaluation team and DI, the team managed to train the interviewers and supervisors (which APP verified) and finish the interview and data entry work with the aforementioned delays, adhering to the established quality criteria. The respective deliverables (Phase 2) were submitted to APP on 16 August.¹⁰

Furthermore, the agency created by the Government of Morocco and MCC to attend to the needs of the MCA, *Agence du Partenariat et du Progrès* (APP), took time to find its place in the institutional structure of the sectors covered by its project – a structure consisting of half a dozen ministries and several agencies or bureaus.¹¹ Each PMU had to muster its full arsenal of personal and institutional relations to advance its respective project, and the Monitoring and Evaluation Office had to contend with the customary institutional obstacles to cross-cutting operations to follow the evaluation guidelines established by the MCC, the donor. The Moroccan authorities will surely draw lessons from this situation and its consequences and remove these obstacles if a second Compact is launched in 2015. Nonetheless, these problems have not had any visible effect on the work of the expert evaluators in this evaluation, since our main intermediary has been the Monitoring and Evaluation Office, which has always been available to coordinate the meetings that the experts request with their sectoral PMUs and the institutions involved.

⁹ This monitoring, done on a random basis, was conducted by the logistics expert and the expert evaluators, as well as the APP Monitoring and Evaluation Coordinator.

¹⁰ A total of 770 paper questionnaires completed and verified, with their data saved on CD-ROM, all accompanied by the “metadata” files required by the MCC

¹¹ Ministries of Tourism, Handicrafts, Education, Agriculture, Fisheries, Labor, OFPPT, DLCA (which is in the process of becoming an autonomous agency), etc.

2.2 Evaluation approach

2.2.1 Qualitative approach

Given the constraints of the timetable, the consultant first launched the semistructured interviews, which continued throughout the mission. It should be noted that the contact information for the most relevant individuals was progressively obtained over the course of the interviews, and often depended on the good will of the interviewees. The contact information for the beneficiaries and partners was obtained from the project managers. It should be noted that some actors who did not have the consent of their superiors could not furnish some project documents by the deadline.

Pertinent notes from these interviews have been included directly in the body of this report. This phase was carried out over the course of the mission at the same time as work was under way on the different versions of the methodology report. Then, in its last week in the field, the team received a letter of introduction from APP, enabling the evaluators to be officially introduced to the partners and actors who had yet to be found and interviewed. After collaborating in the training of the moderators and interviewers, the expert evaluator monitored the interviews, while organizing and following the monitors’ implementation of the focus groups in Fez.

2.2.2 Cross-cutting qualitative approach

Sampling method: The size of the total sample for the AFM and FLVT evaluations, originally set at 1297 individuals in the TOR, was cut to 770 following APP’s decision, communicated on 4 July 2013, to eliminate the Vocational Training and PEAQC activities from the Transtec-AC Consortium evaluation project. The size of the sample for evaluating just the AFM project and the “Artisan” and “Fez Medina” activities was 270 individuals.

This decision to eliminate the aforementioned activities was based on budgetary considerations and quality concerns. First, the size of the sample was determined by the budgetary credits allocated to the evaluation after taking the cost of collecting data from the statistical units into account. Second, 770 individuals were selected because of the need to obtain significant results for the main variables; this affected the integration of the beneficiaries (strata constructed), given the difficulties involved in locating the statistical units and the problem of nonresponse, which is, *de facto*, relatively high for this type of survey. The table below presents the distribution of the sample:

Activity and Subactivity	Number of strata	Number of beneficiaries	Sample size
AFM – Fez medina	6	1000	100
AFM/Handicrafts – Production support	18	2332	70
AFM/Handicrafts – Promotional support	36		100
Total	424		270

Table 1: Sample distribution

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In order to meet the objectives and guarantee the quality of the survey results, the Consultant has opted for a **stratification of the target populations** to form homogeneous groups by variable, correlated with the variables of interest.

Effective stratification not only yields better representativeness of the population as a whole but increases the accuracy of the results for homogeneous groups. This method, however, will not consist of a uniform comparison of the stratification variables, but instead, vary by level, due to the small size of the sample to be surveyed. The aforementioned Methodology Note submitted at the conclusion of Phase 1 contains the **definition of the sampling criteria (stratifications)**, which respect the locales indicated in the TOR for the AFM interventions. These criteria include a specification over and above the one in the initial proposal to better respond to the evaluation objectives, adapt to the concentration of beneficiaries in the selected regions, and guarantee the total number of interviews to conduct according to the TOR, while respecting the need to include the gender dimension in the evaluation.

Development of the survey design respected contractual obligations and the survey constraints, notably the available means and the delays that had occurred. The choice of sampling technique therefore had to minimize both bias and variance. Given the rich survey base (exhaustiveness and reliability) and evaluation context available, the Consultant opted for a **systematic survey with equal probability within the strata constructed**. This type of survey is very common, as it offers better-quality results and requires no adjustment. However, with this type of survey, the sample is widely dispersed geographically, which had direct implications for the cost of data collection in the field. The beneficiaries will therefore be classified in a very specific order (according to the different types of stratification variables), and the sample will be drawn systematically with a probability ranging from “equal” to “irregular.”

The starting unit is drawn through simple random selection among the numbers from 1 to “not drawn.” The units to survey are then drawn automatically using appropriate software.

Chapter 3: “Fez Medina” Activity and Objectives

3.1 Review of components¹²

The “Fez Medina” activity has four components:

- The restoration and construction of three fondouks of considerable architectural and historic value
- Development of Lalla Yeddouna square
- Displacement of the populations affected by the project, as indicated in the Resettlement Action Plan (PAR)
- Development of the Ain Nokbi site

3.1.1 Fondouks

The restoration work involved two historic fondouks, the Staouniyyine and Berka. Two extremely dilapidated adjoining fondouks, the Chemmaïne and the Sbitriyyine, must be rebuilt.

Under the initial business model, the activities programmed for these sites must mirror the revival and strengthening of handicrafts in the medina and include new activities and facilities to meet the needs of residents and visitors and generate significant economic activity.

The market study made a number of key proposals: an activity targeting women artisans in Berka; weaving activities in the Staouniyyine fondouk; and a center showcasing community culture and handicrafts at the site of the Chemmaïne and Sbitriyyine fondouks that would also serve as a rest area for tourists and visitors in the heart of the medina.

3.1.2 The Lalla Yeddouna project

Lalla Yeddouna square is a strategic connecting point between the medina’s two main districts: Al-Qaraouiyyine and Al-Andalus. It is also one of the most important points of access to the medina. One of the medina’s main rivers (the Jawaher), a network of major roads, and the entryway for vehicles from Bin Lamdoune are situated within or on the perimeter of the site. Lalla Yeddouna square, moreover, is located at the end of the “Tourism Handicrafts Circuit,” in close proximity to the Chouara tannery, a large facility for the traditional manufacture of leather goods and one of the medina’s most popular tourist attractions.

The site’s most important structures are the historic Bin Lamdoune bridge, the Lakbach and Lahssour fondouks, and an important traditional Dar (guest house).

The Lalla Yeddouna site covers an area of more than 6000 m² and consists of a square and several arteries linking it to the medina’s urban network. The square is surrounded by buildings in diverse states of preservation, occupied mostly by copper workers. Most of these

¹² See Annex 4: Descriptive Framework of the Components

structures are of no great historical importance, though some of them have typological and/or historical features that should be preserved.

A market study was conducted to identify potential uses for Lalla Yeddouna square. The final study (business plan) resulting from this activity is one of the foundations for the international architectural competition, held in 2010. Lalla Yeddouna square has the potential for a wide range of uses, including a hotel, boutiques, services (especially tourism-related), restaurants, and cafés.

Beyond the environmental and social interventions at all the sites, the resettlement interventions, especially those related to Lalla Yeddouna square, include physical interventions to reinforce foundations and shore up structures, restore and redevelop spaces, rebuild parts that are in ruins or of no value, install facilities and activities, and provide landscaping and construction.

3.1.3 PAR

The restoration projects implied the physical and economic displacement of the populations living and/or working in the area where they were to be carried out. This displacement was planned and executed according to the operational policy on involuntary resettlement, which applies the principles of the World Bank’s respective Operational Policy (OP4.12).

3.1.4 Aïn Nokbi

The Aïn Nokbi site is a 6.07 ha tract of land developed and equipped by the government’s handicrafts authority and local authorities in the Commune of Fez to house the medina’s displaced brass production units. A total of 253 lots were assigned in 2005 by drawing lots among the medina’s copper workers; 240 of these were for production units, 10 for the sale of raw materials, and three for fondouks to accommodate retailers. One of the three lots set aside for fondouks and 33 of the lots for productive and commercial activities will be used for the resettlement of copper workers displaced from Lalla Yeddouna square by the AFM project.

The project also included the upgrading of the infrastructure, the construction of a fondouk and 25 production units, and compensation for eight other artisans who had built their own production units, for a total of 33 production units.

3.2 Review of objectives¹³

The Fez medina activity is part of the AFM project, whose objective is to stimulate economic growth while contributing to the development of the tourism and handicrafts sectors, multiplying the links between tourism and handicrafts and showcasing the historical, cultural, and architectural assets of the Fez medina.

The specific objectives of this activity are:

- Revitalization of the Fez medina by restoring four historic sites of major historical, cultural, and architectural importance

¹³ See Annex 5: Logical Framework – Fez Medina

- The transfer of polluting copper working activities from Lalla Yeddouna square to Aïn Nokbi

3.3 Reorganization of the activity

In addition to the above-mentioned projects, the “Fez Medina” activity initially included the development of a highly symbolic site, Bab Al-Makina, whose development was budgeted at US\$75 million.

Studies of this site have been commissioned to permit the launch of an International Architectural Competition that also includes Lalla Yeddouna square.

However, in 2010, the Government of Morocco decided that the Bab El-Makina project could not go forward because of the owners and the land law governing the site and the stringent rules associated with the classification of this cultural heritage site. The reorganization cut Bab El-Makina from the “Fez Medina” activity.

Removing this component resulted in the reallocation of the associated budget (costs), as well as specific revenues to the locations of the areas developed under of this component. The treatment of indirect benefits, essentially tourism benefits, was also reassessed.

Chapter 4: Evaluation results and conclusions¹⁴

4.1 Relevance

4.1.1 The “Fez Medina” activity and national strategies

In 2005, the Ministry of Tourism and Handicrafts of Morocco adopted a strategy for the convergence of two sectors of activity, tourism and handicrafts, which up to then had evolved independently. The purpose of fostering that synergy, developed in the “Vision 2010” for tourism, is to take greater advantage of the significant potential of national tourism activities and Morocco’s rich cultural and artisanal heritage to stimulate the nation’s economy and fight poverty.

Below is an excerpt from the remarks of His Majesty, King Mohamed VI, at the national colloquium for preparation of the white paper on handicrafts and other trades, which demonstrated the Moroccan Government’s desire to integrate the tourism and handicrafts sectors.

“It is our wish that the sector serve as a real force for promoting tourism, whose value today derives not only from the beauty of the sites, but from [Morocco’s] cultural endowments and civilization, where authentic artisanry holds a premier position.” *Excerpt from the remarks of His Majesty, King Mohamed VI, at the national colloquium for preparation of the white paper on handicrafts and other trades.*

In the contract for the handicrafts program 2006-2015, this vision is manifested in two lines of action:

- Restoring fondouks in the medinas
- Converting certain areas in the medinas currently devoted to production to retail venues

Articles 14 and 15 of the contract appear below:

ARTICLE 14: MEDINAS – RESTORING FONDOUKS

The fondouks, which have significant architectural value and can attract tourists and become destinations for visitors, are underexploited for the sale of handicrafts:

- Many fondouks are closed or used for activities other than handicrafts.
- The few fondouks that still accommodate handicraft activities are largely devoted to production

The parties agree on the importance of restoring the fondouks to make them attractive sites for finishing and sale: in addition to sales, several types of activities and events can be held there, especially finishing workshops (where visitors can also be introduced to the crafts), exhibitions, restoration, etc.

To this end, the State will:

- Define the concept to be implemented in the fondouks,
- Establish specific agreements with the partners involved to clear property,
- Contact potential investors and encourage them to restore and develop these fondouks,
- Assist the selected agents with the implementation of the project and management of these spaces.

EXCERPT FROM HANDICRAFTS PROGRAM CONTRACT 2006-2015

¹⁴ See Annex 6: Fez Medina Beneficiary Surveys

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ARTICLE 15: MEDINAS – CONVERTING CERTAIN PRODUCTION AREAS TO RETAIL VENUES

The parties agree that very important areas in the medinas are used for production purposes and that these areas could better serve as retail venues for three main reasons:

- A large number of tourists visit the medinas
- The medinas have a role to play as “showcases” for Moroccan handicrafts because of their significant historical and cultural value
- However, the medinas lack the necessary infrastructure to house production activities; for example, transport for raw materials or finished products is very difficult

The displaced production activities will be relocated to areas especially designed to house them. The State will:

- Work with the producers involved to ascertain their needs and create a suitable environment that offers them good working conditions.
- Reallocate the areas vacated to the sale of handicrafts by:
 - Defining the adapted concepts,
 - Entering into specific agreements with the partners involved to clear properties for restoration.
 - Encouraging investors to develop and make use of these areas.
 - Helping the selected agents implement the project and manage the areas.

EXCERPT FROM HANDICRAFTS PROGRAM CONTRACT 2006-2015

The MCC’s development cooperation activities around the world must adhere to the principles of aid effectiveness stipulated in the Paris Declaration on Aid Effectiveness. This approach is grounded in five principles:

1. **Ownership:** the countries that benefit from aid define their own strategies to fight poverty, improve their institutions, and combat corruption
2. **Alignment:** donors support these objectives and rely on local systems;
3. **Harmonization:** donors agree to coordinate their efforts, simplify their procedures, and share information to prevent duplication of their aid;
4. **Results:** beneficiary countries focus on the desired outcomes and their monitoring and evaluation;
5. **Mutual accountability:** donors and beneficiaries are mutually responsible for meeting their development objectives.

The “Fez Medina” activity adhered to these principles in the design of the components to restore fondouks for use by artisans, repurpose Lalla Yeddouna square, transfer polluting activities to Ain Nokbi, and develop the site.

In order to ensure ownership by the national community, the design of the program employed a concerted, participatory, and consensus-based approach involving representative segments of Moroccan society.

To this end, in the opinion of all the parties involved, it is perfectly aligned with the objectives set by the Moroccan government and reflects its priorities.

The survey results show that 70% of the population questioned believes that the project is relevant and addresses a local and national need.

4.1.2 Convergence of Handicrafts, Tourism, and Restoration of Historical Heritage

In its original design, the “Fez Medina” activity, through its various components, sought to foster convergence of the handicrafts, tourism, and historical heritage restoration sectors through the Emergence Plan adopted by the Moroccan government. Under this intervention logic, several actors from these sectors were associated with the project from the outset to make this integrated vision a reality. The business models of the different sites, as well as the future management and beneficiary selection modalities reflect the planned integration of the three sectors.

Furthermore, the four fondouks and Lalla Yeddouna square were identified and already part of the new Tourism Circuit integrating the handicrafts of the Fez medina and defined under the Handicrafts Promotion Support activity funded by the MCC.

However, since the four sites are not yet operational, it is hard to specifically evaluate the effectiveness of this planned convergence of handicrafts, tourism, and historical heritage.

Nevertheless, the focus groups, interviews, and field visits conducted during the evaluation have shed light on certain key elements:

A relatively integrated approach:

Participants from the tourism sector have criticized the project’s emphasis on handicrafts. Tourism authorities were not sufficiently consulted during the project. Poorly informed, to this day they have not integrated the project into sector promotion or development plans. Several of the people interviewed were unable to offer a clear description of the project and its ambitions.

However, the general view is that, despite this failure in the “implementation phase,” in time, once the four sites have been restored and are up and running, integration of the tourism sector could in fact take place. The new sites will naturally expand cultural tourism activities in the medina and will play a role in its enrichment.

“Truly, I can’t paint an overall picture of these projects; I don’t feel at all concerned right now ... but in time, if the restoration turns out well, we are going to inherit real jewels, and tourism will certainly benefit from it...with all these years of tourism experience behind me, I could have made a real contribution...”

An official from the tourism sector

Fears about the final beneficiaries of the fondouk and Lalla Yeddouna square restoration projects

The “Fez Medina” activity is grounded in a basic principle: putting artisans in Fez medina buildings with a rich historical and cultural heritage, with the object of mutually stimulating tourism and handicrafts. Capitalizing on the existing links between these sectors, tourist attractions in the city of Fez will be enriched (tourists will have contact with city artisans and can admire not only the production venues but their arts and manufacturing process) and artisans will become part of the Tourism Circuit, which will offer them greater

opportunities to display and sell their wares.

Nevertheless, given their past experiences, artisans are afraid that once the project comes to an end in September 2013, it will fall under the shadow of clientelism, and the selection of artisans will be governed by political or commercial motives.

The numerous statements gathered voice the same concern: that, in time, artisans will be excluded to the benefit of merchants.

“I don’t think we artisans are going to get anything out of the fondouks that the Americans have developed, and even less from Lalla Yeddouna square. Even now, when they’re about to leave, it’s uncertain whether the work is going to be completed [...] especially given the shenanigans of our brethren, may God forgive them; they’ll change the rules and give the locales to their buddies or the highest bidder: the main bazaar traders [...] well, they have a lot of money and are always taking advantage of us [...] they’re the ones with access to the market [...] Do you think they’re going to give us direct access to customers, just like that? The tourism circuits have been mapped out by the agencies, who sell busloads of tourists to the bazaar traders [...] everybody knows that. Do you think they’re going to let all that money slip through their fingers? Oh, no...we artisans are going to get shafted again. Of that I’m certain ...”

A representative of the artisans

Skepticism about integrating tourism/handicrafts at Aïn Nokbi

As noted earlier, the Aïn Nokbi site is still being developed. Under the “Fez Medina” activity, the main road was built, along with 33 units (28 + 5) and a fondouk to accommodate copper workers and retailers. The architecture of the buildings is remarkable: a sophisticated blend of tradition and modernity. Other structures that were not built by the project are mediocre and disrupt the general harmony of the place.

Furthermore, the Al Omrane Company’s urban development of the area has real shortcomings:

- The original urban design made no provision for landscaping and the environment: there are no green spaces, public areas, or gardens; no common area for eating or recreation, dining, or shopping...the result is a bleak, uninviting urban zone.
- Public services are nonexistent: Most of the lots in the zone have been given over to handicrafts production. As of today, not a single lot has been set aside for basic public services such as a police station, a bank, or even an area for worship.

In its current design, Aïn Nokbi remains an industrial area unlikely to attract or accommodate tourist flows.

While the copper workers transferred there are satisfied with their new facilities, they are afraid of being isolated from the vibrant tourism of the medina.

Some are thinking of purchasing a small unit in the medina so they can be closer to their retail catchment area.

“I was in the medina and had customers any time of the day, but at Aïn Nokbi, are tourists really going to come to this backwater where everything is still under construction and the built environment is ugly? What are they going to do here? And then, what do you think? That the travel agencies, whose bread and butter comes from the bazaar traders in the medina, are going to abandon that profitable market to come here? No one knows we’re here. There’s no publicity at all. I’m finally wondering whether I should buy a locale in the medina.”

An artisan

“I’m not worried about the fondouks. What bothers me is Lalla Yeddouna square, especially if it remains in its current state and the work is left unfinished. Aïn Nokbi is worse, because no tourist is going to venture into an industrial area still under construction that doesn’t even have a police station.”

An artisan

4.1.3 The “Fez Medina” activity and fighting poverty

Poverty is a multidimensional phenomenon. Three major, closely correlated indicators are used to define it:

- Monetary poverty: linked to an absolute income threshold or the minimum vital to the standard of living and lifestyle prevailing in a society at a given moment.
- Poverty of living conditions: linked to want or deprivation in the various household domains (housing, food, work)
- Subjective poverty: linked to households’ perception of what constitutes the minimum income needed for a decent life.

The Fez medina designated a World Heritage site by UNESCO in 1981, has a poverty rate of 30%¹⁵, associated with the following phenomena:

- Heavy migration toward the medina due to the drought of recent decades
- The faltering economy of the medina’s handicrafts-centered economy
- The flight of the middle class
- The tragic deterioration of the medina’s architectural heritage due to lack of maintenance, public spaces, and services
- Disequilibrium between supply and demand in the real estate market

This pauperization hits a very important social category very hard: artisans. Working for the most part in cramped workshops under deplorable sanitary conditions and using antiquated materials and equipment, artisans are subjected to pressures created by:

- The sharp growth in imports, heightened by globalization and evolving international trade relations

¹⁵ Source : ADER, june 2013

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- Exploitation by the dominant marketing paradigm (wholesalers, main bazaar traders)
- Their self-imposed isolation from tourism circuits, where contact between tourists and artisans can occur without intermediaries
- Lack of interest among their traditional Moroccan clientele
- An increasingly demanding market that requires greater innovation and creativity
- The disappearance of ancestral craftsmanship, which holds less attraction for young people, who prefer to enter other trades where they can earn a better living

In addition, some of the medina’s handicraft activities have become a major source of pollution owing to the multiple effluents they produce. These effluents serve as vehicles for toxic waste and heavy metals that are injected into the environment, especially the Jawaher river, which has rendered many areas of the medina unfit for human habitation.

Lalla Yeddouna square was home to part of the production chain for copper workers, where these artisans worked under conditions that were often unhealthy in the extreme. Many of its production units generated a substances harmful to people and the environment (toxic waste, such as lead and cyanide, and a variety of acids). Most artisans earned a very meager living.

Others in even more vulnerable categories were living in highly precarious situations:

- Working children under the age of 15, illegally employed since Moroccan law prohibits it. Not only exploited and underpaid, these children are deprived of their right to schooling and suffer physical and psychological damage that stunts their development.¹⁶
- Working youth aged 15–18 are often assigned dangerous tasks (handling toxic substances). Deprived of their right to an education and training, these young people will very likely become part of the vicious circle of poverty.¹⁷
- Women involved in copper working. Illiterate and from extremely poor social strata, they are, unlike men, systematically employed as apprentices – a lower status that confines them to menial tasks that are often demanding and stigmatizing.

The objective of the “Fez Medina” activity is precisely to reduce that poverty and combat the deterioration of the medina’s architectural heritage and environment. It aims to meet this objective through the following specific action:

The restoration and rebuilding of the four fondouks and Lalla Yeddouna square, and the relocation of handicraft activities to the renovated sites:

With these actions, the project seeks to tap the tourism potential of the medina’s dilapidated cultural heritage and create the conditions for a fruitful, sustainable melding of tourism and

¹⁶ See: Etude des enfants de 6 à 18 ans non scolarisés et déscolarisés; Recensement et actualisation de la typologie – janvier 2013 – Direction de l’Education Non-Formelle – Ministère de l’Education Nationale

¹⁷ Source: Idem

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handicrafts. By unleashing this economic dynamic, the project intends to improve the living conditions of the 16 233 beneficiaries foreseen by the MCC. Today, at the end of the Compact and with the construction delays, there is no tangible evidence to validate these figures. However, the field visits and numerous interviews with tourism professionals confirm this estimate.

By transferring polluting activities to the Aïn Nokbi site and creating production units that comply with sanitary, safety, and health regulations, the project has extricated the artisans from their deplorable working conditions and offered them a better work environment. The satisfaction rate among artisans in the new production units at Aïn Nokbi is very high.

“We were living worse than animals. We were black from the dust. I was working in a 2 m² space that was so low I couldn’t stand up. The working conditions were unfit for human beings. Things are different today.”

A female worker a copper working unit

PAR

Through PAR activities, the project sought to promote change for the better for the populations affected by the project – to create opportunities for development and the improvement of their living conditions. To this end, the PAP received a certain number of benefits: compensation, training, literacy classes, school enrollment for vulnerable populations.

According to the survey results, 70% of the interviewees considered their living conditions to have improved.

“We didn’t expect this. We received compensation. I paid my bills. I bought a motorcycle. I now have a decent roof over my head. It’s like a dream.”

A male worker

“We received money, yes... but I received more than that: I learned how to read. Imagine that! I can read signs, the Koran, a recipe. I was blind and now I see.”

A female worker

Through its intervention approach, specific objectives, and subactivities, the “Fez Medina” activity is working toward the goal set by the MCC Compact executed by APP: fighting poverty.

4.1.4 The participatory dimension in the “Fez Medina” activity

Given the widespread confusion between the concepts of “participation” and “consensus-building,” we have opted to discuss the two at the start of this section to avoid any blending of the terms.

We understand “participatory” approaches to mean any arrangement whereby different actors or stakeholders get together to contribute more or less directly and more or less formally to the decision-making process. Thus, the concept of participation is related to the decision-making process of people outside the formal political and administrative circle and who, it is assumed, do not necessarily have the background or experience with internal administrative processes.

The decision-making process is, in this respect, understood in the broader sense—that is, it can also include a number of phases: the identification of problems, the devising of potential solutions, and the decision itself, as well as the implementation, evaluation, and modification of the decision.

To participate is to “take part in something,” while consensus-building is to “create something in common.” The term “consensus-building” is often used in politics to indicate the process whereby actors face off and eventually reach an understanding to act in concert; however, it is also frequently taken to mean consultation of the interested parties before making any decision, which is not the same as making the decision in concert.

Participation is therefore a far broader concept that includes consensus-building. Whatever the definition of consensus-building used (concerted action or systematic consultation), the approaches that we are studying in this chapter are participatory. However, not all of them are concerted, as there is not always agreement or action in common and they can also move beyond consultation, with the possibility of leading the actors to go beyond the expression of their opinion.

The consultative dimension was present in the “Fez Medina” activity from the outset and played a key role throughout the process, from design to implementation. The object was:

- To better evaluate the project’s impact on citizens and address their fears and expectations
- To inform all relevant actors about the issues in the same way to reach a concerted diagnosis
- To give the projects direction
- To increase collective ownership of the project

Many actors were envisioned: the populations affected by the project, civil society, local groups, sectoral actors.

This approach was applied and experienced differently, depending on the target group. The following is an evaluation of the participatory approach by target group, based on the conclusions of the survey, the individual interviews, and the focus groups.

The tourism sector: Failure of the participatory sectoral approach

As part of the project’s integrated approach, the relevant sectoral actors were approached,

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primarily those in the tourism sector. The minutes of the principal meetings attest to their presence at key points in the project.

Nevertheless, the individual interviews revealed a shared sense of frustration among tourism professionals.

In fact, both public and private participants from the tourism sector criticized the lack of consultation and communication throughout the project. The participatory approach “sold to us at the start of the project” was “lame.” Moreover, the tourism dimension and the obscure realities of the handicrafts market had not been adequately considered – a risk that in time could have serious implications for the project’s success.

“Yes, we were invited to presentation meetings, but they were too general, too crowded ...it would have been good to have real work sessions where we could have made a contribution. Truly, I am unable to paint an overall picture of the projects... with all these years of experience in tourism behind me, I could have made a real contribution.”

An official from the tourism sector

“The project was designed entirely without us. The artisans had their hand in everything. We were invited to the official meetings just for show, because it was required. Tourism was really ignored. The new ministerial structure and departmental separation of handicrafts and tourism didn’t help matters either.”

An official from the tourism sector

Local authorities: A successful participatory approach

The “Fez Medina” activity was fully integrated into the national and regional plans of action. The Ain Nokbi subcomponent buttressed a development project that had already been launched and implemented by the local authorities.

Thanks to this integration, local actors (*Wilaya*, region, municipality) took great interest in the “Fez Medina” activity and made it a priority when programming local and regional development projects.

The direct involvement of the *Wilaya* was therefore also very important in guiding the project (the *Wilaya* chairs the steering committee of the overall project) and in crisis management.

Local entities came on board very early on, participating in the preliminary studies and surveys, as well as in the execution of the activities.

Several meetings were held in the *Wilaya* to resolve thorny issues, with the *Wali* himself in attendance. Through the steering committee, the *Wilaya* managed to bring all project actors together and mobilize them as often as necessary.

Abandoning conventional frameworks and preconceived notions, the local authorities were also very present in the field throughout the project to serve the affected populations and the companies in charge of the construction work.

Populations affected by the project: evaluation of the participatory approach

A consultative approach was employed in the preparation and implementation of the PAR, as stipulated in OP 4.12.

This approach consists of informing people affected by the project about the potential compensation or relocation options and taking their views and preferences into account when developing or modifying these options, as necessary.

The purpose of involving the PAP in the various stages of the project (design, implementation, resettlement) was to guarantee that the options chosen addressed their needs as much as possible, to heighten their sense of ownership, and to dampen the risk of conflicts during the implementation phase.

The preparatory stages of the PAR were accompanied by individual and group consultations.

The PAP’s opinions about compensation options and the resettlement activities were also solicited, as were:

- The identification of resettlement locales for permanently and temporarily displaced persons
- The modalities for organizing the move and relocating artisans to the resettlement areas
- The nature of the training: literacy classes, training, integration.

Implementation of the consultative approach was the responsibility of the PMU’s social assistance unit during the PAR preparation and execution phases.

A local office was opened at the facilities of the copper workers’ association in PLY. This presence, together with the exceptional mobilization of the team of social workers, forged genuine relations of trust between the two parties.

The different types of PAP had the opportunity to voice their opinion about the choice of locales for their resettlement. Representatives of the different types of metalworkers participated in the adoption of measures to improve the infrastructure and services at Ain Nokbi.

This consultative dynamic was kept going until the end of the “Fez Medina” activity, facilitating:

- adoption of a consensus-based moving schedule and the dismantling and transport modalities
- a smooth resettlement process
- general acceptance of the process for assigning locales in the temporary and permanent resettlement areas.
- the retooling of resettlement activities (training, literacy classes), especially for vulnerable people

PAP viewpoints: a successful consultative approach

According to the survey, 86% of the interviewees feel that the groups were well- or relatively well-involved in the program, as indicated in the survey results.

In your view, to what extent did the program meet its objective of involving the population?	
The population was very involved	36%
The population was somewhat involved	50%
The population was hardly involved	7%
The population was not at all involved	7%
Total	100%

Table 2: Population’s involvement

The success of this approach is due to:

- A high-performing team of social workers:

The PAP interviewed were unanimous in their praise of the effectiveness of the social assistance team. The wholehearted involvement of the team members permitted daily interaction with the PAP. A community-outreach approach, which involved watching and listening, enabled it to diffuse crises and foil attempts to sabotage or destabilize the project through misinformation campaigns, rumors, and outright lies. Having a female facilitator on the team made it easier to speak with the women and children affected by the project and to take their opinions and preferences into account.

- A novel approach grounded in transparency, seriousness, and mutual trust:

The social workers’ initial approach to the PAP failed due to the deep skepticism of the population: accustomed to broken promises, the PAP did not take the information relayed by the facilitators seriously. It was not until the initial phases of the project were actually under way that they were convinced to come on board. In addition, the absence of the unscrupulous practices common to this type of project (corruption, extortion, abuse of authority, influence peddling) bolstered the facilitators’ credibility.

“Frankly, the team of social workers was perfect [...] it supported us, listened to us [...] I swear on my children that no one ever asked for a penny [...] that’s a change [...] I regret only one thing: having taken too much time to believe in the project [...] if I had to do it over again, I’d get more involved and defend my interests better.

A female employee of a production unit

Failure to consider the beneficiaries’ opinions in the architectural design of the Ain Nokbi production units

At the start of the project, the experts were pressured to determine both how the beneficiaries would work in the production units and their needs.

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However, at no time during the project did the project manager (architect, consulting firm) consult the beneficiaries to reach an agreement on where they would be located. The beneficiaries saw their new workplace for the first time when it was released to them.

“I don’t understand why they didn’t consult me [...] the units certainly are beautiful, but I can’t work there. How do you expect me to set up my machinery? They should have shown me the plans before building the units. I would have saved them some money [...] but now I have no choice. I’m going to tear down some walls to create a better work area.”

Head of a production unit

While the consensus-building and consultative approach were adopted at the start of the project, the participatory aspect (“direct involvement of populations through beneficiary financial participation or conceptual contributions at the start of the project, or contributions of know-how during the construction works”) was ignored. Effective participation by the population would have resulted in the greater appropriation of the project by the beneficiaries, but would no doubt have made the process more cumbersome (in terms of procedure, implementation delays, and consensus-building).

4.1.5 To what extent did the outputs obtained from the activities address the direct beneficiaries’ needs?

A full **79%** of the PAP interviewed are satisfied with the project and its activities. However, the degree of satisfaction varies with the activity.

Social assistance

The teams of social workers designed and implemented the PAR activities. In addition to applying the participatory approach, their mission was to help program and operationalize the activities stipulated in the PAR and ensure their proper implementation:

The total or average rate of satisfaction with the social assistance provided was very high: 82%. It met the PAP’s needs, as the survey results indicate.

How would you rate the social assistance activities?	
Very satisfactory	50%
Somewhat satisfactory	32%
Barely satisfactory	10%
Unsatisfactory	8%
Total	100%

Table 3: Satisfaction with social assistance

Most of the dissatisfied population (18%) would have liked to see the social workers exercise better crisis management, as the survey results indicate.

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What steps should have been taken to make the social assistance more effective?	
Better crisis management	40%
Better listening to grievances	10%
Greater responsiveness	10%
More competent facilitators, more regular follow-up, and greater responsiveness	10%
More regular follow-up and better crisis management	20%
Competent facilitators, regular follow-up, and better training	10%

Table 4: Measures to improve social assistance

Assistance to vulnerable populations

The PAR identified measures to enable its struggling populations to improve their living conditions, namely:

- for children under 15, develop an educational structure and formula to build a bridge between the status of worker and that of student fully integrated into the formal educational system and furnish the social assistance that children need to successfully navigate the obstacles to their reenrollment in school
- For young people over 15, implementing the PAR would consist of providing them with the necessary support to improve their living conditions and lay the foundations for a sustainably better future by giving them access to appropriate vocational training.
- For female copper workers relocated to Aïn Nokbi, organize training activities for them and take action to ensure that they effectively benefit from them and that the activities have the expected impact of raising the status of women and improving their living conditions

The project provided several types of training for vulnerable PAP:

1. Literacy classes: the project signed an agreement with *Centre de formation et de qualification dans les métiers de l'artisanat* in Batha to teach 72 women and 10 men how to read. Two training sites were proposed: center headquarters in Batha and a locale furnished by the project in Aïn Nokbi to accommodate the women working there. The literacy classes were held twice a week for two years. The women decided where to take them, based on convenience. Generally, on Mondays, when the beneficiaries were working, the courses were held at Aïn Nokbi. On Fridays, the day of rest, they were held at the Batha site, located near the residential areas where most of the beneficiaries lived.

The courses began on 3 May 2013—that is, with an eight-month delay.

The social facilitator was responsible for management and monitoring, making sure that the beneficiaries attended and working to solve problems that could derail the training. This assistance will end with the “Fez Medina” activity.

Beneficiaries’ point of view: Absenteeism is very low. The beneficiaries are quite satisfied with the training and have already seen very encouraging progress. However, they lament the lengthy delay in its launch and would like to have begun the training at the start of the project to benefit from the social facilitators’ support and efforts. Furthermore, employers take a dim view of literacy classes held during the work day. The fact is that the beneficiaries are at the mercy of their employers and need to retain their good will; when production is in full swing, employers do not allow workers to attend class, often causing them to miss several sessions in a row. The facilitator had to intervene several times with employers to allow the workers to attend the class.

2. Training through apprenticeship

Training through apprenticeship, introduced and organized by Law 12.00, is an educational modality that consists of hands-on training for at least 80% of the training period and at least 10% general and technical training. Enrollment is open to individuals who meet two selection criteria: completion of the sixth year of primary school, and being between the ages of 15 and 30. The length of the apprenticeship ranges from one to three years, depending on the trade and the qualifications to be obtained. The Batha training center offers training programs for young apprentices that provide them with qualifications in 25 trades and enable them to obtain diplomas and certificates.

Under the agreement between the Batha center, the Bab Boujloud OFPPT, and the project, 6 women and 20 men are receiving two years of training, which began in 2012.

The training format consists of one day of technical training at the center and four days of apprenticeship at the place of employment.

Beneficiaries’ point of view: The attendance rate is 100%. The beneficiaries are critical of the lack of guidance and support in selecting the field for their vocational training. Some chose a field for no particular reason, because they were “pressured by the program” and do not intend to work in that field later on. Some wanted to attend the Batha center but were not eligible and had to find other, more suitable centers. However, most are satisfied with the training and the opportunity the project afforded them to improve their skills.

3. Technical training

For beneficiaries at the “bac” level – baccalaureate, Bac+2, and even Bac+4—the project offered two types de training:

- Technical training at *Institut Technologie appliquée* (Institute for Applied Technology) (ISTA): ISTA offers three types of diplomas, depending on the educational level and age of the beneficiary:
- Expert technician, for people with a baccalaureate degree, aged 26 and over
- Technician, for people under the age of 30 who have completed the second year of the baccalaureate program or have a certificate of qualification
- Qualification, for candidates aged 15–30 who have completed at least the 6th year of primary school.
- Four PAP have received technical training from ISTA. The training is conducted on weekdays.

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- *À la carte* training: the beneficiary individually selects the training desired, and the project provides the funding.
- Sixteen women have received personalized training in the fields of office automation and accounting.

Beneficiaries’ point of view: The satisfaction rate is very high. However, beneficiaries complain about the restrictive hours that make it impossible for them to work while they train.

4. School enrollment

The majority of the beneficiaries under 15 have been taken out of school against their will. The project offered two options to children wishing to return to school:

- *Enroll directly in the traditional school system:* this was possible only for children who had been out of school for less than a year. A child could return to school once the project made the necessary arrangements.
- *Pursue an informal education and start school the next academic year:* children who for some reason dropped out of school more than four years before enrolled in the government’s informal qualifying program for a year. After passing the qualifying exam at the end of the year, they could re-enroll in the traditional school system. Four children managed to return to school this way.

Aïn Nokbi production units

Beneficiary satisfaction with the facilities furnished by the program is very high. The beneficiaries find the units suited to their socioeconomic status and provide good working conditions that meet occupational safety and health standards, as the survey results indicate.

Opinions about the Aïn Nokbi locales	
Suited to the occupants’ social and occupational context	61%
Meet new safety and health standards	28%
Suited to the occupants’ social and occupational context and meet new safety and health standards	6%
Unsuitable	6%
Total	100

Table 5: Satisfaction with Aïn Nokbi locales

“We were working in a hazardous environment unfit for human beings that was a few meters square, with trash everywhere; we didn’t know how to read or write. Now we’re working in a clean environment. The buildings are beautiful; there’s even air conditioning, even if the stingy *maalam* doesn’t want to turn it on [...] we can read bus numbers, addresses, write our names and sign [...] there’s really no comparison between the new situation and the old; our human dignity has been restored.”

Female employee in a retail establishment

However, the interviews, focus groups, and site visits brought some complementary aspects for the evaluation to light:

- *Esthetics are more important than function in the production units:* the architecture of the production units is very sophisticated, a blend of tradition and modernity. The choice of perforated metal screens hung with Arab-Andalusian serographs is esthetically very pleasing. The security grills, consisting of horizontal bars, are considered ineffective. The thinness of the metal and the wide spacing of the bars have led most of the artisans to reinforce them.
- *Little attention to producers’ needs:* The project was designed without consulting the future occupants. The spatial distribution, identical for all units, is unsuitable for certain activities. In one lot, the architect applied the same generic plan. The result speaks for itself: the production floor is a cramped corridor with no space for either the machines or the occupant. The occupants of the other units are planning major remodeling.

4.1.6 PAR: relevance of the design and implementation

The “Fez Medina” activity is part of a larger initiative launched several years ago by the government handicrafts authority with local authorities and the Commune of Fez. It involves the relocation of the Lalla Yeddouna square’s copper working sector to the 6.07 ha Aïn Nokbi artisans’ zone developed for this purpose.

In 2005, 253 lots were awarded by to artisans by lottery; 33 of them and a fondouk were reserved for copper workers displaced by the project from Lalla Yeddouna.

Given the involuntary resettlement of the residents that this implies, under the Compact, the project had to apply the pertinent principles of the World Bank’s Operational Policy (OP.4.12), which requires a Resettlement Action Plan (PAR) for the population.

The purpose of this plan is essentially to devise actions, in consultation with the populations in question, that will protect them from any risk of impoverishment that could arise from the project. Its effect should be to ensure that the project is a factor for positive change, offering opportunities for development and the improvement of living conditions.

PAR objectives

Under the provisions of OP4.12, the general objectives in connection with involuntary

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resettlement are:

- Involuntary resettlement should be avoided where feasible, or minimized, exploring all viable alternative project designs.
- Where it is not feasible to avoid resettlement, resettlement activities should be conceived and executed as sustainable development programs, providing sufficient investment resources to enable the persons displaced by the project to share in project benefits. Displaced persons should be meaningfully consulted and should have opportunities to participate in planning and implementing resettlement programs.
- Displaced persons should be assisted in their efforts to improve their livelihoods and standards of living or at least to restore them, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.

The objectives of the Fez medina PAR, as specified in the description of the PAR, are aligned with the objectives of the World Bank, and fit perfectly within their parameters. They also reveal consideration of the social and economic characteristics of the populations affected by the project as vulnerable groups.

- a) Take into account that involuntary relocation not only involves a physical relocation but also an economic relocation;
- b) As far as possible, avoid or minimize the involuntary relocation by examining all possible alternatives that could be feasible within the project design;
- c) Design and execute the relocation programs in form of development programs that provide the people whose relocation cannot be avoided with enough investment means for them to truly benefit from the project. They should be consulted beforehand and should have the opportunity to participate in the planning and the implementation of the relocation programs;
- d) Help the relocated people in their efforts to improve, or at least to re-establish their livelihoods and their quality of life. In real terms these should be either at the level they were before the phase preceding the relocation, or before the project was carried out, depending on which one is more favorable;
- e) Award great importance to the consultations with the PAP and to their participation in the implementation and in the success of the program;
- f) Pay specific attention to the needs of vulnerable groups within the relocated populations, especially those people who live below the poverty line, women, children and all other relocated persons who are at risk of not being protected by the national legislation on land and property rights.

Defining the intervention area

The OP 4.12 guidelines regarding the definition of the intervention scope of the PAR are fairly broad.

In defining the scope of the Fez Medina PAR, the designers took into account the national and

local specificities, the exceptional cultural and socio-economic characteristics of the Medina, the strong economic interconnectivity between the different sectors, and the contiguity of the buildings due to their construction mode based on overlapping.

Under consideration of these parameters and after long consultation between the project partners, it was decided to limit the scope of the PAR to the physical intervention space of the Lalla Yeddouna Square and the three fondouks.

For a long time, these parameters were questioned by certain categories that were not integrated into the PAR but who were in fact affected by the project:

- Workers who transport goods on donkeys’ backs (40 people) and who transport goods on carts (30 people) who exclusively work with the producers at Lalla Yeddouna Square recorded a slow-down of their activity of more than 90%¹⁸;
- The neighboring buildings which share a wall with the fondouks in accordance with the construction rules in the Medina and which were therefore affected by the construction work.

Although the people who fall into these two ‘neighborhood’ categories were included as PAP at the end of the Compact and received compensation, complaints from other people were not taken into account.

This lack of flexibility on the intervention scope was rightfully relevant: the specific economic and social system of the Medina means that the production and sales sectors are closely intertwined, much like an ecosystem (the ‘butterfly effect’). Therefore, any changes within the Medina, no matter how minimal, will have an effect on its functioning. Therefore, providing compensation for all people who were directly or indirectly affected by the Fez Medina project would have meant compensating the entire Medina! Furthermore, the political context of relocating the coppersmiths to Ain Nokbi is very sensitive and did not allow any alternative: the state has been trying to relocate the artisans to Ain Nokbi since 2005, yet it was the project which managed to encourage the artisans to move thanks to the financial inducement. By widening the circle of people entitled to compensation, the project’s budget would quickly have taken on unreasonable proportions, which would either have put a stop to the project or meant that the compensation sums would have had to be significantly reduced, which in turn would have put the artisans’ enthusiasm for the project at risk.

Census methodology

The populations that were affected by the project were listed following the three censuses that were carried out within the project area. Two of these censuses were limited to Lalla Yeddouna Square and the third one covered the entire project area.

The census survey was carried out by an external consultant with the support of the social support team. The intervention methodology was based on the principle of an ‘expected survey’. Most of the employees working on Lalla Yeddouna Square, and in the rest of the Medina, are part of the informal economy. Their work is not declared and not contractually regulated, and they work on demand, changing work units depending on the fluctuation in production. This factual situation leads to the phenomenon of ‘workforce transhumance’. So as not to leave anyone out, the researchers conducting the census made sure to notify the head of the handicrafts unit of their pending visit, who in turn would inform his workers, so that the

¹⁸ Source: social organizer

census could take place during a planned visit. Furthermore, in order to ensure transparency and to limit influence-taking, the PAP selection decisions were taken by the consultant alone. The social team which knows the area very well was not present during this selection.

This census methodology led to some issues: Some employers who had been informed of the visit a week ahead invited ‘additional’ employees to be present on the day of the survey (often family members) in order for them to receive compensation. Some employees revealed during the focus group sessions that the employers had ordered them to keep quiet about this and had threatened to exclude them from the list of beneficiaries if they revealed anything to the people conducting the survey.

Activities carried out within the project

Within the framework of the project, in line with the OP 4.12 guidelines on the resettlement of people, several activities were carried out. These activities, as they are defined in the PAR, included:

- Concluding and signing, in a participative approach, individual agreements between the ADER-Fez and each PAP, clearly defining the commitment of both parties in a legally binding fashion;
- Defining the allocation modalities for the temporary resettlement fondouks (regional fondouk) and the final resettlement fondouk;
- Supporting and accompanying the PAP in obtaining the necessary administrative documents to receive the compensation they are entitled to (obtaining a national identity card and opening a bank account);
- Identifying and preparing adequate temporary resettlement locations, in cooperation with the PAP (identifying, preparing and carrying out necessary renovation work to repair and upgrade the locations that had been identified), negotiating and concluding rental contracts once the PAP had agreed;
- Developing infrastructure, facilities and services in order to make the Ain Nokbi site more attractive and more livable for the PAP that would be resettled there. This includes guaranteeing the site’s security, improving the public roads and lighting, establishing shops and facilities within close proximity, and improving the site’s accessibility by public transport;
- Concretely planning and preparing the resettlement by informing the PAP, establishing a timeline for the relocation and informing them of the concrete modalities of the relocation, by assessing the costs and the needs, by providing the PAP with the necessary assistance for the relocation and concluding an agreement detailing that it was the PAP’s responsibility to move their own machines, equipment, furniture etc. and that the project would bear the financial burden associated with the move, by paying a lump sum which had been determined after consultation with the various PAP categories;
- Covering the moving costs;
- Paying compensation to all PAP categories to make up for production interruption (head of artisanal units and employees);

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- Defining the concept of and the modalities for managing the fondouks and contractually regulating the responsibilities of all parties involved in this management (landlords, tenants, other relevant institutions: ADER, SECA, associations);
- Defining the allocation modalities for the premises on Lalla Yeddouna Square and the Staouniye Fondouk for the PAP that are temporarily displaced and effectively organizing this allocation;
- Supporting vulnerable persons.

The various interviews, focus groups, and on-site visits confirmed the overall relevance of these actions that are not only in line with the OP 4.12 guidelines but also with the local specificities. Two points, however, should be mentioned:

- Relevance of the turnkey delivery of the Ain Nokbi production units:

Once the producers had received the units, the relevance of this ‘turnkey’ product started to be called into question. There were several reasons for this:

- o The construction costs were deemed to be too high and above market value. According to the heads of handicrafts units, they could have saved a lot of money, especially by selecting materials with a better price-quality ratio;
- o Some useless facilities were installed: WC (men, women), cloakrooms;
- o The ground space is not exploited to its full potential: unlike in the sales areas that the operators themselves had constructed, the architect had planned some empty space by the entrance in order to create a greater sense of space. This empty space was perceived as a pure waste. Users have already started to fill it in order to increase the exploited surface.
- o The concept of architectural interior distribution does not meet the expectations of the end users.

The project chose this ‘turnkey’ solution in order to ensure that the production units were constructed in accordance with standards on health and safety at work. The producers consider some of these standards as being useless or superfluous. In most cases, it would not have been possible to respect standards such as those imposed by the Compact when opting for self-construction. **The choice of a turnkey solution was relevant in this particular case.**

- Relevance of the activity to provide people with qualifications through training:

Like many other traditional industries, the coppersmith industry has suffered from a true economic crisis for various reasons. These include:

- o Strong international competition, especially from China. Signature products from the sector such as teapots and screen-printed trays made by the Chinese (with low-quality materials) can be found on the market for about half the price of a Moroccan product;
- o Moroccan clients losing interest in traditional handicrafts projects as they are seen as outdated;
- o Difficulties in accessing the international market;
- o A clear lack in marketing and distinctive branding;

The effects of this crisis are easy to fathom:

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- A decrease in economic income within the sector;
- More and more coppersmiths turning their back on the profession;
- A local workforce that is less and less in demand (with a rising rate of unemployment).

Therefore, the qualifications obtained through training are more necessary than ever in order to save the industry. The qualification needs that were identified among the coppersmiths at Lalla Yeddouna touch upon the following areas:

- Design (studying materials, knowledge of trends, design and graphics, packaging);
- Management (business management, basic accounting, determination of costs and product sale price, work and staff management, taxation, financing through banks);
- Marketing (market study, sales technique, commercial advertising and distribution, communication and negotiation techniques);
- Safety at work;
- Perfecting production techniques.

For particularly vulnerable populations (women and children), the project planned training courses leading to qualifications in order to improve these persons living conditions. Unfortunately, this important initiative was not generalized. The male employees as well as the heads of crafts units did not benefit from any training. Particularly during these times of crisis, supporting these groups is more important than ever in order to come to the aid of a struggling sector which is one of the main economic catalysts of the city.

Relevance of the financial compensation

In accordance with the guidelines of the OP 4.12, the populations affected by the project received financial compensation to make up for the losses incurred due to the involuntary resettlement.

The financial compensation consisted of:

- Compensation payment for the interruption of production;
- Payment for transportation costs;
- Payment of moving costs.

The compensation was the determining factor which persuaded the artisans to take part in the resettlement project.

59% of the PAP who were surveyed felt that the financial compensation was relevant because it allowed them to gain time in order to make a more personal and free investment choice.

The remaining 41% would have preferred to directly receive physical goods (53% of them).

In view of the short project deadlines, the choice of financial compensation was relevant. Especially since other forms of compensation would have required a much more lengthy process in order to ensure that the transactions were conducted transparently (buying property, buying motor scooters...) and in order to ensure general satisfaction.

Reasons given by the PAP as to why they deemed the financial compensation not to be relevant	
I would have preferred the project to give us physical goods directly	53%
The money was wasted on other things	44%
I did not know how to invest or buy goods by myself	3%
Total	100%

Table 6: reasons why the financial compensation was not relevant

53% were satisfied with the compensation they received and felt it was objective and realistic.

The reasons mentioned by the 47% who were dissatisfied, as can be seen in the table below, was that the compensation was considered to be too little and that it was often perceived as being unfair compared to the other beneficiaries.

These results should be viewed with caution, because of the climate of out-bidding that was observed among the PAP. Some categories were particularly insatiable and did not cease to hope to receive more compensation even after the project had ended.

Reasons why the PAP were dissatisfied with the financial compensation	
The compensation was too little	66%
It was unfair compared to other beneficiaries’ compensations	13%
The compensation was too little and unfair compared to other beneficiaries’ compensations	16%
It was not in line with the promises that had been made	3%
The compensation was too little and was not in line with the promises that had been made	3%
Total	100%

Table 7: reasons for dissatisfaction with the financial compensation

4.1.7 Relevance of the ‘business model’ to make the sites work

Three business models were carried out for the fondouks and the Lalla Yeddouna Square:

- The first business model was developed during the study phase and established the first hypotheses in order to draw up the program and to launch the architecture competition. It was devised on a realistic basis, taking into account the realities of the crafts and tourism sectors as well as the risks that are inherent to this type of project. Several hypotheses were developed in order to plan for various eventualities (outstanding debts, economic crisis...). As the project evolved, the assumptions of this business model became obsolete;

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- The second model was established in order to update the first one. But it was not agreed to by the project partners, especially since they had not yet decided on an organizational system that would ensure the sustainability of the project aims;
- The third model which is still work in progress, is based on the way the sites are managed as defined by the partners and confirmed by MCC.

Since there are not yet any results of the *third business model*, it is difficult to evaluate its relevance.

What about the relevance of the awareness raising campaign (environmental forum) on protecting the environment that was conducted by the project for the population of the Fez Medina?

The Medina is a highly polluted environment, especially because the inhabitants and producers are unaware of the environmental stakes: children throw trash onto the streets, artisans whose professions cause pollution (coppersmiths, tanners, etc.) throw their liquid and solid waste into the Jawaher River without any kind of treatment.

The Compact placed environmental and social action at the heart of the Fez Medina activity. Many activities were conducted: an impact assessment, training for project organizers and managers, and awareness raising activities.

To this end, the project tasked one NGO selected through a tender (Regional forum of environmental initiatives of Fez) with organizing an environmental forum over three days. This awareness raising campaign was aimed at a large section of the population: school children, artisans, women, inhabitants, etc., and throughout these three days, participants were able to view awareness raising videos, listen to experts and receive flyers and booklets. Three topics were explored:

- Waste management - October 2012
- Water management - December 2012
- Management of dangerous products – April 2013

The environment forum was essentially aimed at raising awareness in general without any kind of practical workshop. The issues raised during the forum were well received by the participants, but without any concrete experiences to put what was learned into practice, its relevance remains rather limited. Furthermore, the participation rate of the Fez Medina project beneficiaries was very low. By organizing the three forum days over a period of 6 months, the expected impact was further reduced.

The relevance of the forum is therefore very mediocre.

4.1.8 Relevance of the industrial water treatment procedure of the Ain Nokbi Project

The information that we received was that RADEEF had constructed a WWTP¹⁹ (waste water treatment plant) for the treatment of industrial water coming out of Ain Nokbi.

This will allow the liquid waste to conform to laws and standards which are in place²⁰. This seems relevant to us, but to strengthen this point **we recommend a tour and field evaluation to the RADEEF’s WWTP, with a complete analysis of the waste output of the WWTP to confirm this.**

For more effective treatment of industrial water, **osmosis units** will be installed for a few units with abnormally high amounts of heavy metals, but **we recommend a further assessment after the installation of the osmosis units with the goal of definitive confirmation, and based on the legislation in place, specifically law 10-95 and its implementation regulations.**

4.2 Coherence

4.2.1 Coherence of the Fez Medina project and the relocation project of the coppersmith sector to Ain Nokbi

The Fez Medina activity is part of an initiative already launched by the local authorities. It is coherent with the global action plan on crafts and with local initiatives to transfer the polluting activities to Ain Nokbi and restore the city’s cultural heritage. However, when it comes to the time tables of both parties involved, a real lack of coherence can be seen.

As was already mentioned, the Fez Medina activity is part of a larger initiative to transfer the entire copperware production chain to Ain Nokbi. The project, which was launched in 2005 by giving lots to artisans was not able to mobilize its target group: only two producers accepted to be relocated. The Fez Medina activity, which was launched in 2007 was generally better accepted and was able to relocate the coppersmiths from Lalla Yeddouna Square to Ain Nokbi. Thanks to this dynamic and due to the high quality of planning and construction work carried out by the project, real enthusiasm had developed for Ain Nokbi.

However, relocating the coppersmiths from Lalla Yeddouna Square affects only one part of the production chain. Indeed, the coppersmiths of the Medina are part of an interwoven production chain: (producers, sub-contractors, suppliers of raw materials and employers) having always lived in the Medina, their functioning is completely interdependent (the value chain concept).

Due to a lack of coherence between the activities of the crafts sector and the Fez Medina activity, only the artisans on Lalla Yeddouna Square were relocated. This meant that the production chain was broken. This had important consequences, both social and economic.

¹⁹ Source: see website : www.radeef.ma

²⁰ Source: Law 10-95 and its implementation regulations

“You know, the copperware sector is in crisis and the market is very competitive. The profits aren’t what they used to be. A client making regular orders may switch for a price difference of only 10dh. We, the coppersmiths, work like ‘one single hand’, each profession is a link in the chain. In the Medina, we were all next to each other. In Ain Nokbi, the chain has broken. We have to make car trips between the two sites in order to be able to work. It’s becoming too expensive and if I include that in my prices I will no longer be competitive”

Head of a crafts unit

According to the sector leaders, this state of affairs has several main reasons:

- Difficulties in moving the coppersmiths into the regional fondouks because these were occupied until by sub-contractors who had been relocated from Lalla Yeddouna until last month;
- The refusal of some coppersmiths to relocate, because they wanted to benefit from the same compensation as the Fez Medina project beneficiaries: the physical and financial compensation offered by the Fez Medina project aroused greed. It came to a real arm-wrestle between the coppersmiths and the ministry in charge because they wanted to receive the same compensation as their peers.

Eventually, the artisans will have to be relocated and the copperware production chain needs to be restored. In the meantime, an economic hemorrhage has already begun. Those surveyed during the focus group said that their orders had decreased by 60%. This decrease cannot be solely contributed to the break in the production chain. Other elements need to be taken into account when explaining it (disturbances due to production cessation during the relocation project, the postponed deadlines due to delays in the construction work, other rehabilitation projects initiated under the restoration program of the Medina, which have been too slow...).

4.2.2 Coherence of the Fez Medina Activity/Restoration of the Medina

In 2013 the Moroccan State launched an ambitious restoration program for the Medina of Fez. With an investment of 285.5 million DH, the program focused on the restoration of five madrasas, four Borjs (forts), three fondouks, three tanneries, two walls, two bridges and eight further monuments. It is forecast to last four years and also foresees the treatment of buildings that are falling into ruin within the ancient fabric of the Fez Medina and Mechouar Fez Jadid (3666 buildings).

Through different activities, this ambitious program contributed to strengthening the tourist circuits in the historic Medina, improving the aesthetics of the buildings, and playing a role in the socio-economic development of the city and the preservation of its authentic charm.

Through its integrated approach which covers the three flagship areas of tourism, crafts and cultural heritage, the Fez Medina activity is perfectly coherent with this local program.

4.2.3 Internal coherence of the AFM project with the FLVT activity

The ‘AFM’ project consists of three activities:

- The Fez Medina activity;
- The crafts activity, which contains the sub-activity ‘supporting crafts production’ and the aim of which is to contribute to an increase in revenues of the artisans in the regions of Fez and Marrakech. This is to be achieved through increasing production capacity, improving the quality of the crafts products and production techniques, and modernizing production tools.
- The activity ‘Promoting crafts’, the aim of which is to improve income in a sustainable fashion which will allow Moroccan artisans and SMEs to meet the needs of the tourist and export markets. It also aims to increase the level of synergy between crafts and tourism in order to improve the sale of crafts products and to promote tourist circuits linked to handicrafts in the Medinas of Fez and Marrakech.

When the Compact was signed in August 2007, the FLVT activity was a fourth activity within the Artisan and Fez Medina Project. In March 2009, after a process of re-scoping, FLVT was reframed and excluded from the AFM project. However, even in its new form it is still based on the same principles as the original activity, namely to “strengthen the national literacy system and vocational training for both artisans and the public at large, particularly for women and girls”.

There is true coherence between the global aims of the four activities. However, on an operational level, the situation is somewhat different, as the following assessment shows:

- The Fez Medina project was conceived as an integrated project where the different sectors of handicrafts and tourism interlink. Although the aims of the AFM and FLVT activities are convergent, the both projects were designed independently, without there being any link between them;
- The artisans at Lalla Yeddouna were not included in the activity to support production, although the copperware sector is undergoing a severe crisis. Nor were their activities incorporated in the promotion program, even though a synergy between crafts and tourism is supposed to be the centerpiece of the entire Fez Medina project;
- Furthermore, vulnerable populations benefited from literacy training sessions in authorized literacy training centers. These sessions were not integrated in the FLVT literacy program.

Because of the incoherence in design, the various activities were conducted completely separately, even though they could have been enriched through cross-fertilization. This would also have been a real added-value for the beneficiaries.

4.2.4 Balance between financial means, aims and deadlines

Despite the fact that the restoration works of the fondouks and Lalla Yeddouna Square were not completed, the coherence between the finances which were mobilized, the aims and the deadlines of the project were confirmed by all sector and internal actors of the project who were interviewed. The fact that the expected results did not materialize can in no way be attributed to a lack of coherence between the key parameters. Document analysis and field visits by the evaluator confirmed this assumption.

In conclusion, the project designers were able to establish a coherent entity.

4.3 Effectiveness

The following chapter aims at outlining the reality of the actions that were carried out after the implementation of the various activities. It will assess the degree to which the results were realized, taking into account, among other things, the indicators of the project’s ‘Monitoring and Evaluation Plan’.

In order to better grasp the evaluation results, a presentation of the roles of the various actors participating in the Fez Medina project has been added in the following box.

Presentation of the roles of the project actors

The provider of funds: MCC

The Millennium Challenge Corporation (MCC) provides the funds for the FM project and ensure the planning, financing and implementation of the project. In Morocco, the MCC is represented by MCC-Morocco, which acts as a go-between for MCC-Washington and the APP.

The project management: APP

The Agence du Partenariat pour le Progrès (APP) is a public institution. It was created by Royal Decree as part of the administration in February 2008 with the task of implementing programs which are financed by the MCC, specifically the FM project.

The APP is governed by a Strategic Orientation Council chaired by the Prime Minister.

Those in charge of the project execution: ADER-Fez, SECA

ADER-Fez and the State Bureau in charge of crafts (SECA) were tasked with planning, implementing and monitoring the FM project. ADER-Fez is the executive agency for the project. SECA has a separate contract for increasing the value of the Medina’s fondouks once they have been restored. It supports ADER in planning and implementing the relocation action plan.

The management unit: PMU

The PMU was put in place by ADER-Fez in order to execute the FM project. It contains three units each charged with one of the following: the Ain Nokbi project, the fondouks, and Lalla Yeddouna Square. These units are supported by a horizontal committee responsible for social, gender, environmental and communication aspects, as well as general administrative tasks. PMU is directed by ADER.

The project steering committee

The project is steered by a body which brings together all stakeholders (ministries responsible, local communities, the RADEEF, the urban agency, professional associations which are affected) and is chaired by the Wali. It consists of two thematic entities: the ‘Communication Committee’ tasked with facilitating contact with the affected populations, and the ‘Property Commission’, tasked with facilitating the process of land and property acquisition.

The Compact defines four results which are expected from the Fez Medina project:

- An increase in the average length of tourist stays in Fez;
- An increase in daily spending;
- An increase in the number of tourists;

- Construction and restoration of the 3 sites (4 Fondouks, Lalla Yeddouna Square, Ain Nokbi).

At the end of the Compact, construction of the Ain Nokbi site is completed, the project PAP have been relocated. Yet in spite of considerable efforts made, the other structuring activities that were foreseen (restoring the fondouks, restoring Lalla Yeddouna Square) had not been completed. At the closing of the Compact, 30% of the planned work has been carried out and 20% of the planned budget has been used.

In this respect, the Fez Medina activity has had no impact on the number of tourists visiting Fez, on the length of their stays or on their average spending.

At various points in the project life cycle, several factors contributed to this state of affairs. Some of them were already mentioned in the mid-term evaluation but were not taken on board by the project management and the management units of the project/ADER.

4.3.1 Confusion between the roles of the two partners APP and PMU

APP and the PMUs’ tasks are clearly defined in several statutory texts: the Compact, the *Program Implementation Agreement*, the Royal Decree creating the APP and the *Implementing Entity Agreement*.

In reality however, the intervention border between the two parties is vague. Several tasks were carried out twice: by both APP and the PMUs: validation of the deliverables, coordinating and monitoring the activities, monitoring the construction site, etc. This doubling up led to confusion for the external service providers who no longer knew whom they should be speaking to.

“One moment I’m speak to the MCC Commission, then I have to talk to the APP, next time it’s the PMU, I don’t know whom I’m accountable to any more [...] we have construction site meetings with an impressive number of different inspectors [...] at this point, I couldn’t even tell you what their different roles are”

A service providing company

4.3.2 Excessive centralization and decision-making

The PMU does not have enough decision-making autonomy. Any decision taken has to be discussed with the APP, which in turn had to ask the MCC. The MCC has the last say on all decisions, which means that it effectively controls all the activities.

This excessive form of centralization lead to long delays in the execution and to a weakening of the PMU’s position (vis à vis its staff and the service providers). Time and energy are often wasted on taking minor decisions. Often these decisions could have been taken instantly in the field, but they were being taken in Rabat which caused significant delay.

This also made the activity evaluation and validation process lengthier: it can take between six months and up to one year for a tender to be drawn up, validated and launched. Examining the offers can take up to four months.

Furthermore, the APP had no power over the PMU, which is administratively and hierarchically dependent on the ADER. This means that it has no *legitimate* way of ensuring that the tasks are being well carried out in the field.

This paradoxical situation created significant tension and led to a complicated relationship between the two parties.

The centralization of control and management is the result of a choice made by the MCC at the start of the project in order to avoid the project falling victim to bad practices (corruption, abuse of power, trading in influence). This choice did however lead to other situations which were just as damaging: excessive delays, which put the successful conclusion of the project at risk.

4.3.3 Rigidity and complexity in the implementation procedures

In order to avoid drift and to ensure a high quality outcome, the MCC put specific implementation procedures in place.

These procedures revealed their limitations throughout the project life cycle:

Procedures that were too rigid: In order to make even the smallest correction to adapt to unforeseen circumstances in the field, there is a series of tedious steps that need to be followed very precisely. Then one has to wait for approval, which can take months, even in urgent cases. This lack of flexibility in the procedures sometimes led to disputes and severe malfunctions, which only added to the already considerable project execution delays. Furthermore, the PMU found it regrettable that its staff was not trained in these kinds of procedures, which did not make them any easier to follow.

Complication in the tender dossiers: The MCC has established its own tender procedures. These procedures were based on the Moroccan rules, as well as the World Bank and USAID procedures. They also contain all applicable rules in the areas of the environment, labor laws, health and safety and gender equality. These rules, commendable as they may be, weighed down the system of awarding contracts and were a direct cause of the delays in construction work: Several of the calls for tender launched by the project were unsuccessful since the expectations were too high and ambitious for the Moroccan market. In the face of these ‘over-requirements’ many companies, even reliable ones, felt that they were being excluded from the market.

Nevertheless, it must be said that the strict rules imposed by the MCC undoubtedly had a positive effect in that a series of best practices which Morocco will have to adopt sooner or later were put in place.

4.3.4 A study phase which was too spread out in time

Each sub-component of the Fez Medina activity was the object of preparatory work, the goal of which was to define the activities in detail, as well as their relevance and impact. Many studies were conducted, by external consultants or constancy offices, following calls for tender (the architecture competition, the impact assessment, the technical studies, etc.)

This phase began in 2008 and was completed in December 2012 (further studies are still ongoing), which is four years instead of the three which were planned. According to the

people surveyed, this delay in the study phase was due to the excessive centralization of control and decision-making (see paragraph above) and due to the cumbersome procedures and diversions of the project management.

4.3.5 Reframing the activity, perceived as a real break by the project partners

According to the will of the Moroccan government and in line with the Compact, the Bab Makina project, which was the program’s flagship project, was removed from the project. This removal led to a slump in enthusiasm, especially since a lot of time, money and energy had been invested by the teams to carry out the project (creating the ‘business plan’, re-scoping, launching the architecture competition, etc.). Furthermore, during this phase the construction work had to be interrupted for 6 months.

4.3.6 Failure of the project management

The focus groups with the heads of the service providing companies and the interviews which were held with those who were technically responsible for the project revealed failures of the project management team. This united group which consisted of the architect, the study office, and the inspection office displayed high levels of negligence. In spite of these failures, the contracts between the project management and the construction management were never broken.

These weaknesses, which became apparent during the focus groups and during interviews with those who were technically responsible are the following:

- Major shortcomings in the technical execution studies: The technical studies which should have been submitted in line with certain contractual clauses were incomplete and contained many design errors. In view of these technical shortcomings and the inconveniences caused (particularly in terms of time), it was decided that within the framework of the project the studies should be carried out by the service providing companies. They had to provide the technical studies themselves (which were then validated by the inspection office). This additional and unexpected requirement in the area of construction and public buildings was heavily criticized by all service providing companies.

“For us, the contract is very unusual and it was difficult for us to play this double role of being a studies office and company. I had to do the work of the study office, but I am not qualified to do that and it is not my job. So I have to pay an external office to provide us with the execution plans, I have to have them validated by the inspection office and then what’s worse: I have to chase after the actual study office that didn’t do its work in the first place in order to acquire its stamp! But I am a company that carries out construction work, not a project design office. Each to their own job.”

A service provider

- A validation period which was too long: the construction and restoration work within the framework of the construction and public buildings procedures was organized in phases or tranches. The service providing company can only begin a new phase once the project management (architect and study office) has approved the previous phase. Within the context of the construction and restoration work being done in the Fez Medina project, the time that was needed to obtain this approval, which was needed for the work to continue, was too long. Because of failure of its human resources who were often unavailable, the study office always took far too long to grant its approval.

“The study office only had one inspector responsible for the projects and one sole quantity surveyor for the entire project. We had to wait for them to be available and when they did grace us with their presence, they couldn’t take any decision alone and had to wait for approval from headquarters in Rabat. And what’s more, between you and me, they didn’t have a clue! Sometimes I had to take my plans or my accounts to Rabat myself in order to get the technical stamp from the headquarters.”

A service provider

4.3.7 Managerial challenges

The Fez Medina activity suffered from a lack of managerial steering. The human resources that were recruited for the task, although they were of high quality, did not have the necessary experience to manage such a vast project in such a limited time frame. Better planning and project management with a greater involvement of those responsible at top management level would have allowed the ambitious yet realistic goals that the project had set itself to be reached.

4.3.8 The status of the physical grounds of the project slowed the progress of the work

Aside from 2 fondouks already owned by ADER, the rest of the land for this project was not cleared. Despite the strong mobilization of teams dedicated to this purpose (APP, Wilaya, external consultants...) procedural deadlines originally planned in the overall project schedule were missed. This had a direct impact on the launching of construction work. Given the very short time of the project and the lengthy procedures for land regularization in Morocco, choosing land which was not cleared presented a handicap for the project from the outset.

4.3.9 Effectiveness of the treatment procedure for industrial water from the Ain Nokbi Project

Osmosis units will be installed for some units that emit unusually high levels of heavy metals (see footnote²¹). According to the study, it seems that the osmosis units that will be installed will allow the emitting of industrial water that conforms more closely to industrial regulations, but we recommend further assessment with supporting analysis to confirm the effectiveness of the osmosis units.

4.4 Efficiency

The results of the analysis showed that project efficiency was very mediocre. On the ground; this led to difficulties in mobilizing the necessary human, technical and financial resources and led to **substantial additional costs** in the construction work.

4.4.1 Explanation of observed overspending

For the Ain Nokbi site, the analysis of budget forecast and actual budget for the construction work revealed a discrepancy of about 15%. This decrease in budget is essentially linked to the cancellation of the construction of four units: in view of the significant delays in the construction work (due to the prolonged study phase and the status quo during the re-framing phase), three heads of production decided to build their units themselves, while the fourth one refused to build himself and has left his plot of land empty until this very day.

Except for the workshops in Ain Nokbi, the cost of which increased, all other activities only displayed a slight rate of increase.

	Initial cost	New cost
Fondouks	7 470 000	8 992 953
Barka	1 840 000	2 225 975
Staouniyyine	2 410 000	3 426 841
Chemaine-Sbetryne	3 220 000	3 340 137
Lalla Yeddouna Square	22 010 000	35 177 134
Total	29 480 000	46 407 771

Table 8: breakdown of the additional costs

²¹ Technical and economic study of the osmosis units per workshop. Analysis of the technical capacity of the coppersmiths and their acceptance of osmosis technology – Stages report – Go no Go

4.4.2 Mobilization modalities for financial, technical, organizational and human resources

In several meetings, stock was taken of the difficulties that were encountered during the project in terms of resource mobilization.

The re-framing report from 2010 has already explored this situation and the factors that are linked to it.

Many of the activities which were carried out could not be paid for due to the presentation of the deliverables and procedural complications. Several solutions were envisaged in order to resolve this situation, specifically by agreeing on an additional clause in the contracts with service providers, but the success was limited.

The recruitment plan for the management team reinforcement took too long in its execution: in view of the substantial workload that the PMU was facing, it decided in July 2009 to:

- Reinforce the project team by recruiting specific profiles in the areas linked to the specific nature of the AFM project.
- Reinforce the team in the areas of monitoring, evaluation and environment with members of the APP’s own team.
- Put in place a local *Crown Agents* (an APP procurement agency) representation within the PMU ADER, and to appoint the necessary delegations to successfully carry out the tasks related to their functions, in order to make the procurement process more fluid.

This reinforcement program could not be carried out as planned. Of the 41 positions that were planned in 2009, only 7 were filled in 2010. In 2013, 25 positions are filled. After a recruitment freeze in 2011, a study office was selected on the basis of a call for tenders in March 2013, which provided the PMU with human resources.

Several factors can help explain this situation.

The calls for tender for recruitment allowed certain key positions to be filled (project leaders), but for the most part these calls for tender were not as successful as had been hoped. This can be attributed to the following reasons:

- The complex management of the administrative recruitment process as requested by APP, which lead to severe delays;
- The salary which was offered was perceived as being too low compared to other offers on the market, especially by the architects and engineers;
- The contract period is limited to the end date of the Compact, without there being any plans for the post-Compact period.

The part-time reinforcement of the APP teams was often invaluable, however, for objective reasons linked to the distances and the individual working program, this temporary support did not come close to satisfying the needs as planned. *Crown Agents* did not install a representation in Fez. The role of the PMU was in fact limited to providing the TOR and participating in technical panels.

As far as the operating budget is concerned, the PMU is entirely dependent on the APP. For even the smallest request (even office supplies) the PMU has to wait for the approval by the APP, which often takes a considerable amount of time.

For a long time, the social organizers used their own means of transportation. It took months of complaining before they were finally granted a car.

4.5 Impacts

4.5.1 Global objective

At the end of the Compact, the global objective of the Fez Medina project had not been reached.

In the medium term and provided that the selection mode for the end operators of the site and its management remain in line with the business model that was devised, the objective can still be reached.

4.5.2 Impact on the PAP

Involuntary relocation conducted within the framework of development projects often lead to severe social, economic and environmental problems: the production systems are taken apart; the populations see their means of production diminished or lose their source of income; they are relocated to environments where their production techniques may not be as effective and the competition for resources may be more harsh; community structure and social networks are weakened; groups of relatives are torn apart; cultural identity, traditional authorities and the possibility for mutual assistance are diminished.

In this cycle of change, the populations that are affected by the project find it hard to objectively evaluate the impact of the project on their socio-economic situation.

The following table shows the responses to the question: *Did the PAR have a positive impact on your social and economic situation.* **60%** of the PAP who were interviewed during the survey gave a positive response. For **54%** of them, the project presented them with new socio-professional opportunities.

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Did the PAR have a positive impact on your social and economic situation (please select)?	
% of people replying to the question	60%
Increase in income	2%
Social improvement	6%
New socio-economic opportunities presented themselves	54%
Best practices were acquired	2%
Social improvement and new socio-professional opportunities presented themselves	2%
New socio-professional opportunities presented themselves and best practices were acquired	2%
Social improvement and best practices were acquired	2%
Increase in income, social improvement and new professional qualification	2%
Increase in income and social improvement	6%
Increase in income and new opportunities presented themselves	2%
Other	19%

Table 9: breakdown of the positive PAR impacts

These positive effects are mostly seen in vulnerable populations who were able to broaden their professional horizons due to the training and insertion program.

“I am learning new things with the training, I have a new job that is much more interesting than my old one. If I carry on like this and I work hard, one day I will be a boss too.”

A beneficiary child under 18 years

“Thanks to the compensation money, my cousin and I invested in a small business. It’s not huge, but I am optimistic.”

A beneficiary

On the other hand, these new conditions did lead to some negative impact in a few rare cases. In the focus group a situation was mentioned in which some employees lost their jobs because their employers decided to use the compensation money for a professional reorientation, which put an end to their activity.

During the focus groups and the individual interviews, a positive impact that had not been mentioned in the survey came to light: a substantial improvement in working conditions. The on-site review confirmed this. At Lalla Yeddouna Square, the air used to be so polluted that the men working there were called the black men. Today, the situation is greatly improved thanks to air extraction and filtering systems.

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Particularly women expressed what a positive impact the improved working conditions and the literacy activities had had on their lives. The words they use are very revealing. They speak of:

- Human dignity rediscovered, “we used to work in conditions that were not even fit for animals”
- Considerable changes in their social status and in their self-esteem.

“I can read signs and text messages. Above all, I can read the Quran. I am a new woman, now my neighbors come and ask me for help.”

A beneficiary female employee

“Finding a better position in the professional structure: thanks to the project, I am more aware of my rights, my employer can’t just treat me however he wants. I have a right to express myself and I speak up to defend my rights.”

A beneficiary female employee

As for the question: *Did the PAR have a negative impact on your social and economic situation?*, **93%** of the PAP responded with yes. The main negative impact that was mentioned was a decrease in income, as well as breaks in social ties and loss of neighborhood spirit.

The parameter of social links was quite recurrent and understandable. On the ground and during the FGs, a certain sense of worry and nostalgia could clearly be felt. The relocated activities had always taken place in the Medina where for hundreds of years there had been a feeling of togetherness and a social and economic link. Ain Nokbi is a new site where the socio-economic links are still in their infancy. In spite of the site’s potential, it is a worrying prospect.

In terms of income (as can be seen in the following table) 80% of those interviewed stated that their income had decreased by 60% or more. The interview results on income decrease should however be viewed with caution. As was foreseen in the PAR, the majority of PAP ceased their activity during the relocation phase. The compensation for this disturbance in productivity may have been higher than their income, but it was not perceived as income but rather as money they were owed.

By how much did your income change following the project?	
(-100%)	42%
(-80%)	13%
(-60%)	24%
(-40%)	12%
(-20%)	4%
0%	1%
(+20%)	1%
(+40%)	1%
(+100% or more)	1%
Total	100%

Table 10: PAP income evolution following the project

Furthermore, it is true that in the relocation calendar drawn up by the ministry, the time lag between the coppersmiths’ and Lalla Yeddouna’s relocation led to a break in the production chain. This partial relocation of one part of the production chain led to an economic shock, which was often mentioned in the various interviews.

4.5.3 Impact on the populations affected by the project but not being PAR beneficiaries

Before the construction work started, the dynamic economic impulse provided by Lalla Yeddouna Square extended well beyond the physical limits of the PAR intervention area. Certain activities within the first peripheral ring of the square were intrinsically linked to it (restaurants, consumer products).

When the project was being designed, the risks of the project having a negative impact on this peripheral ring were deemed very low, since it was limited in time.

As time passed, the negative impact became very clear: several shops had to close and professional activities were bankrupted.

These populations were not in any way supported or monitored during the project.

A survey was carried out among this population that was outside of the PAR in order to try and measure the project’s impact. 70% were dissatisfied with the Fez Medina project. 80% of those surveyed had a negative opinion on the restructuring project of Lalla Yeddouna Square and the relocation of the coppersmiths to the Ain Nokbi site.

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What is your opinion on the restructuring project of the LY Square and of transferring the coppersmiths to Ain Nokbi?	
Very positive	13%
Fairly positive	4%
Fairly negative	17%
Very negative	63%
No opinion	4%
Total	100%

Table 11: Satisfaction rate of PAP outside the PAR

The main reasons that were mentioned were a decrease in income and the inconvenience linked to the activity relocation to Ain Nokbi.

100% of those surveyed felt that the project had had a negative impact on their economic and social situation. The main reasons mentioned were a decrease in income and the break in social ties and neighborhood spirit, and a break in the production chain.

Did the project for the restructuring of the Lalla Yeddouna site and/or the three fondouks have a negative impact on your social and economic situation?	
Decrease in income	13%
Job loss	8%
Decrease in income and break in social ties and neighborhood spirit in the area	4%
Decrease in income and break in social ties and neighborhood spirit in the area, and a break in the production chain	21%
Decrease in income and a break in the production chain	8%
Decrease in income and job loss	8%
Decrease in income, a loss of social status and a break in social ties and neighborhood spirit in the area	13%
Decrease in income, loss of social status, break in social ties and a break in the production chain	4%
Decrease in income and a loss of social status	21%
Total	100%

Table 12: breakdown of the negative project impacts on the PAP outside of the PAR

46% of those surveyed estimated that their income had dropped by up to 100%; half of them felt it had dropped by 60% and 4% estimate a decrease of 20% in their income.

By how much did your income change following the project?	
(-100%)	46%
(-80%)	17%
(-60%)	33%
(-20%)	4%
Total	100%

Table 13: income evolution of the PAP outside of the PAR

Globally, the project had a very negative impact on this population. But in the medium term, the economic dynamics that will be created once the project becomes operational (as it was devised) will be of benefit to them. The execution now needs to be carried out swiftly. Too many delays could further increase the impoverishment that can already be seen.

4.5.4 Impact on the qualification of the service providing companies and the management teams.

The companies and the management teams were able to strengthen their skills and acquire true know-how.

The companies learnt how to carry out construction work according to international standards and in line with existing legislation (an almost unique situation in Morocco).

Thanks to the MCC principles, the management teams learnt how to manage highly complex projects in an integrated way whilst working with many different partners.

4.6 Sustainability

4.6.1 Sustainability of the achieved results and effects on the beneficiaries

According to the results of the surveys that were conducted (see table below), the financial compensations that were received by the PAP were spent to 91% on family use (health, buying furniture...). Less than 2% of it was used to strengthen the professional structure or for a professional reorientation. According to the social organizers, these compensations were mainly used in order to improve living conditions (better housing, better facilities...). Because of the crisis that the coppersmith sector is suffering from in general, it is likely that the sustainability of these effects will be low unless the Ain Nokbi site can develop a dynamic economy.

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“With the first transfer of compensation money, I immediately bought a scooter. It was good, I could move around more quickly and you should have seen how my friends reacted! But the boss did not call me back to continue the work, because there was a delay in delivering his production unit. Because I had no work, I spent the rest of the money very quickly and then I very quickly had no more money, so I sold the scooter, I had no choice.”

A craftsman

How did you use the financial compensation from the PAR?	
Family usage (health, buying furniture, weddings, paying off debt, etc.)	91,1%
Improving your existing professional structure (buying materials, renovating the building, etc.)	1,3%
No answer	6,3%
Family usage and a change in professional activity	1,3%
Total	100%

Table 14: use that the PAP made of the compensation

4.6.2 Sustainability of the lessons learnt by the beneficiaries during the project

To what extent do you apply (or do you intend to apply) the lessons learnt during the PAR?	
Completely	3%
Partially	22%
Not at all	75%

Table 15: sustainability of the lessons learnt

75% of the PAP who were interviewed (see table above) stated that they did not apply what they had learnt during the PAR. The focus groups and the individual interviews revealed that this mainly concerned good practices in terms of environmental protection and putting into practice standards on health and safety at work. The main reason mentioned was that the training sessions were too elaborate and too theoretical.

The training sessions on environmental protection were too general, focusing mainly on awareness raising rather than on operational knowledge. Since they lacked any link to clear and operational actions, they were very difficult to put into practice.

4.6.3 Sustainability of the social support measures for vulnerable populations

The social support measures for vulnerable populations will come to a halt at the end of the Compact. For budgetary reasons, the authorities in charge are not thinking about renewing these measures. Yet the training program (a key part of the activity that was planned for vulnerable populations) has only just begun. The social support measures carried out by the social organizers has so far been one of the keys to the program’s success (with high levels of turnout, 100% satisfaction among beneficiaries, and a 100% rate of academic insertion, *source: PMU*).

Since there has been no monitoring, the sustainability of these measures is purely hypothetical.

4.6.4 Sustainability of the production sites and compliance with health and safety standards

The interviews with heads of crafts units revealed that they intend to change the interior of the production units in order to optimize the usable surface and adapt it to their needs. Several units have already undergone changes: certain parts have been closed, the work space attributed to each employee has been reduced.

“Why do I need a male and female restroom? Why is there a specific space for a cloakroom? Why do the stairs have to be separate? All this about protection against fires is nonsense, we have never worked like this. All that wasted space, I intend to optimize this very quickly.”

Head of a production unit

Because of the quality of construction and technical installations, the production units are very sustainable. If the operators covertly make major changes to the space without technical consultation, the sustainability will be diminished.

4.6.5 Sustainability of best practices learnt by the construction companies during the project

The companies in charge of the construction and restoration work expressed their willingness to reproduce the good practices that were learnt on the building sites, provided that the economic conditions allow it. The standards that the project imposed are hardly used in Morocco as they are deemed to be too costly. Applying them literally would lead to additional costs of more than 30%. In a highly competitive market it is very difficult to apply these practices unless the client explicitly demands it.

The sustainability is purely hypothetical.

4.6.6 Sustainability of good practices learnt by institutional employees during the project.

Thanks to the Fez Medina project, institutional employees gained true expertise in managing large projects in accordance with international standards. They unanimously wish to repeat these experiences when managing other similar projects. ADER-Fez has already started to put the knowledge into practice in a large Medina restoration project that was launched in 2013.

The sustainability is very good.

4.6.7 Sustainability linked to management procedures and implementing the construction work during the restoration projects of the three fondouks and Lalla Yeddouna

The restoration project was not completed by the end of the Compact, the Moroccan state will take charge of continuing construction together with ADER-Fez. The implementation procedures will be simplified in order to avoid some of the difficulties which were encountered during the Compact phase, whilst remaining within the Moroccan legal framework.

The level of sustainability is mediocre.

4.6.8 Sustainability linked to the replication of the PAR policy

In Morocco, the activities carried out by the PAR created a precedent. The standard of support in the context of a project relocating people has changed.

The compensation measures and the actions carried out within the framework of the FM project are, according to Moroccan criteria, too expensive even if they are undoubtedly relevant and efficient. It will be very difficult to replicate the same levels of compensation in similar project if there is no foreign provider of funds involved. In this case, the local authorities fear social unrest if the compensation criteria are not in the spectrum of those granted by the project.

“The coppersmiths who did not benefit from the Fez Medina project will have to finance the construction of their crafts unit in Ain Nokbi themselves. They find this completely unfair. They do not understand why they should have to pay when their colleagues received everything for free... under these conditions, I do not know if we will be able to motivate them enough for them to move to Ain Nokbi.”

Local authority

4.7 The gender aspect

Women are one of the main areas of the project’s focus. Their particular status can be seen in a number of important actions.

- Women were classified as a vulnerable population group. The project organized training activities for their benefit and put in place necessary support measures in order to improve their status and their living conditions. These training activities (as already stated) proved to be successful with a satisfaction rate of 100%.
- The Barka Fondouk was exclusively dedicated to female crafts activities. This initiative, if it is carried out during the operational phase, will allow craftswomen to stand their ground in a profession dominated by men and in which women were often treated as inferior workers, earning much less than men doing the same jobs.
- The service providing companies were under contractual obligation to respect the gender aspect in their human resources. In the construction and public works sector which traditionally has many more men working in it in the Medina, this condition could not be met: There are hardly any women working in this profession at all. Furthermore, in this very macho environment none of the workers would have agreed to work alongside a woman. Introduce women into this very closed market segment would require in-depth support measures (learning processes, training, awareness raising within the profession).

Chapter 5: Recommendations

Number	Recommendation	Ref. :
RELEVANCE		
Rec01	Guarantee the integrity of selection procedures for the beneficiary artisans of the Lalla Yeddouna site and the Fondouks.	4.1.2
Rec02	Equip Ain Nokbi with the necessary urban facilities to improve its attractiveness for tourists.	4.1.2
Rec03	Integrate the Ain Nokbi site into the tourism promotion plan for the city of Fez.	4.1.2
Rec04	Should the project be repeated, ensure that the partner sectors are effectively involved in all phases of the project.	4.1.4
Rec05	Should the project be repeated, ensure that the beneficiaries are consulted and that their needs and opinions are taken into account during the architectural design.	4.1.4
Rec06	Should the project be repeated, ensure that the support measures include orientation help for the beneficiaries.	4.1.5
Rec07	Should the project be repeated, ensure that the people providing social support are more involved in defining the survey methodology.	4.1.6
COHERENCE		
Rec08	Should the project be repeated, make sure that the training sessions leading to qualifications are available for all categories that need it.	4.1.6
Rec09	Should the project be repeated, ensure that there is coherence between the working calendars of the various partners.	4.2.1
Rec10	Should the project be repeated, ensure that there is design and operational coherence between the project’s sub-activities.	4.2.3
Rec11	Respect the statutory texts which regulate the tasks and the intervention scope of each partner.	4.2.3
EFFECTIVENESS		
Rec12	Place greater emphasis on a decentralized approach.	4.3.2
Rec13	Avoid overstepping prerogatives in the operational framework.	4.3.2
Rec14	Allow the PMU more autonomy, whilst maintaining the necessary control mechanisms.	4.3.2
Rec15	Simplify the procedures and the conditions governing the procurement process.	4.3.3
Rec16	Ensure that those who are tasked with following specific procedures are sufficiently trained.	4.3.3
Rec 16b	Ensure a realistic, objective and balanced division of time between the study phase and the construction phase.	4.3.4

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Rec17	Respect the deadlines for validating deliverables, and reduce the time of the decision making phases.	4.3.4
Rec18	Establish appropriate means to control the project management.	4.3.6
Rec 19	Choose to establish new projects on already cleared sites	4.3.8
Rec 19b	We recommend further complementary evaluation after the installation of osmosis units for several project units that emit abnormal quantities of heavy metals	4.3.9
SUSTAINABILITY		
Rec19c	Apply punitive measures should the service providers prove to be incompetent.	4.3.6
Rec20	Swiftly supply the necessary financial and human resources to those tasked with the execution.	4.4.2
Rec21	Implement decisions that have been approved by the partners.	4.4.2
Rec22	Simplify the recruitment procedures.	4.4.2
Rec23	The salaries for the human resources have to be adapted to the market and to the specific project conditions.	4.4.2
Rec24	Delegate the management of its own operational budget to the PMU whilst maintaining the necessary control mechanisms.	4.4.2
Rec25	The ministry in charge needs to integrate the beneficiary artisans and women into its program to revitalize the coppersmith sector.	4.6.4
Rec26	The ministry in charge needs to ensure the continuity of the support measures that were introduced by the project for the benefit of vulnerable populations.	4.6.4
Rec27	The authorities in charge need to assist the heads of crafts units who wish to make changes to the design of the construction work.	4.6.5
IMPACT		
Rec28	Respecting health and safety standards in the construction industry needs to become mandatory for all types of construction.	4.5.1
Rec29	Ensuring that the human resources can capitalize on the knowledge acquired during the project by offering a professional orientation plan for temporary workers at the end of the Compact.	4.5.2

Chapter 6: Conclusion - summary

Within the framework of the Fez Medina activity, the American people provided a donation of 59,713,598.19 dollars to Morocco in order to transfer the polluting coppersmith activities away from Lalla Yeddouna Square to Ain Nokbi and in order to restore 4 sites with a very high heritage value: the Staouniyyine fondouk, the Barka fondouk, the Chemmaine/Sbitriyyine fondouk and Lalla Yeddouna Square.

The Compact was signed on 31 August 2007. The project began on 15 September 2008 and was completed on 15 September 2013.

On 1 September 2013, the Ain Nokbi site was finalized and the beneficiary populations from Lalla Yeddouna Square had been transferred. Work on the three fondouks reached about 35% completion. The level of budget output **has reached 28%**. The construction work on Lalla Yeddouna Square (except for the demolition, which is completed) **has not yet begun**.

According to the bilateral agreements, the budget that was not used during the Compact will be returned to the original donor. According to the latest PMU numbers, Morocco will have to return more than **40 million dollars** within the framework of the Fez Medina activity. Furthermore, the country has committed to ensure that the works are completed and to provide the sums that are necessary for completion from its own budget.

The failure of the Fez Medina activity is not due to a lack of relevance or coherence. The project was in fact perfectly in line with the objectives established by the Moroccan government and reflected the government’s priorities. With its various components, it ensured convergence between the sectors of crafts, tourism and the restoration of cultural heritage. It is in line with another initiative already launched by the local government and is coherent with the global action plan on crafts and with local initiatives.

The limited effectiveness of the project can be blamed on several factors: confusion between the roles of the two partners, APP et PMU; a managerial challenge for both entities; excessive centralization in the decision making; a lack of flexibility and too much complexity in the implementation procedures; failure in the project management; a study phase that was too long; the reframing of the project during which the Bab al Makina project was cancelled and which the project partners experienced as a true break.

The limited efficiency of the project is linked to difficulties in mobilizing the necessary human, technical and financial resources, as well as to severe additional costs in the construction work.

In spite of the ‘failure’ that can be seen in the Fez Medina project, several positive effects for the beneficiaries of the relocation project can also be highlighted. Several golden opportunities arose, particularly for vulnerable populations, and there was a clear improvement in working conditions and socio-professional situations. The companies responsible for carrying out the work, as well as the management team, broadened their skills and developed real expertise.

Because the works were not completed and there was a lack of visibility, the sustainability of the project results remain hypothetical and will depend strongly on the general direction that the project will take and on the way it will be managed in the future. The project achievements will not be maintained without the relevant Moroccan authorities showing real will and commitment.

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Within the framework of the Fez Medina activity, the Moroccan government has lost over 40 million dollars in grant money. Nevertheless, the Fez Medina activity remains a flagship project for the city of Fez and the relevant authorities will have to mobilize in order to ensure that it is brought to a successful conclusion.

In view of the upcoming drafting of a second Compact (Compact II), it is more important than ever to draw on the lessons learnt during this project, in order to avoid repeating the same mistakes.

Annexes

Annex 1: Main Persons Interviewed

- **ADER**

Mr. Serghini, General Director

- **Artisans’ Delegation**

The regional delegate

- **Tourism Delegation**

The regional delegate

- **Tourism Professional**

Mr. Kebbaj, representative of Fez guides

- **Omrane Fes**

Chief of operations

- **MCC**

Mr. Tim Mooney, MCC Deputy Resident Director, Rabat

- **APP**

Mr. Azzouzi, Director, Monitoring & Evaluation

Mr. Daoudi, Manager, Monitoring & Evaluation

Mr. Amrani, AFM Project Director

- **PMU/ADER**

Mr. Hassouni, Coordinator

Mr. Bennani, Project Director

Mr. Abouyacoub and his team, social assistance cell

- **PAP**

Unit chiefs

Female employees

Association of copper workers

- **Professional copper workers outside the PAR**

Industrial workers operating in the medina and the sidi Brahim industrial site

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Annex 2: Documents Reviewed

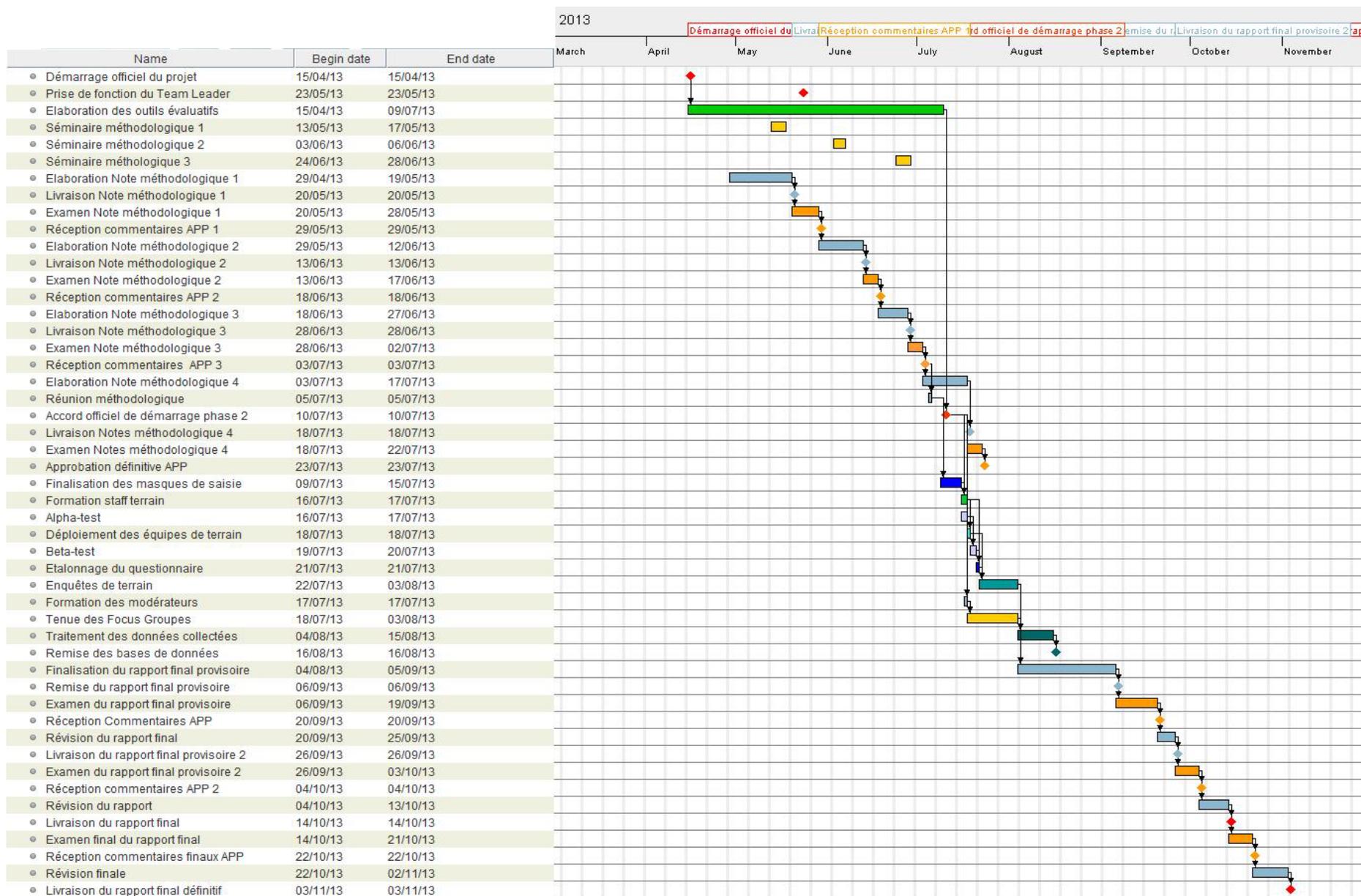
Title	Content
APP_Benchmark_VDEF	Valyans Evaluation: Benchmarking of MCA operations deployed in Georgia and Cape Verde
APP_COS_Vdef	Valyans Evaluation: Strategic Orientation Board (03/05/2010)
APP_Diagnosticorganisation_Vdef	Valyans Evaluation: Diagnostic review of the organization and first areas for improvement
APP_Diagnosticprocédures_Vdef	Valyans Evaluation: Diagnostic review of procedures and first areas for improvement
APP_Scénariicibles_Vdef	Valyans Evaluation: Presentation of operational scenarios of the MCA-Morocco operation
Audit organisationnel APP (suite)	Valyans Evaluation: Strategic Orientation Committee (16/04/2010)
Compact V. Anglais	MCC English (31/08/2007)
ME Plan Morocco 8 juin 2012 reviewed APP	APP M&E Plan English (06/2012)
MOR-ITT-Q18_13-mars_2013_Consolidé AFM & FLVT	Indicator Tracking Table (25/03/2013)
Maquette source fiches pays PLY employés masculins	DB beneficiaries PLY male employees
Maquette saisie femmes PLY final 21 mai 2012	DB beneficiaries PLY female employees
Maquette saisie employés âgés de 15 à 18 ans, 21 mai 2012	DB beneficiaries PLY 15-18 years
Maquette saisie employés moins de 15 ans, 21 mai 2012	DB beneficiaries PLY <15 ans
FOUNDOKUS Saisie& tableaux Recensement employés 28 JUIN 2012	DB beneficiaries Fondouks
Rapport Mensuel AFM-Fin Fév 2013-Version finalisé	AFM-Fin Monthly Report – Feb 2013 Final version
Rapport Mensuel AFM-Fin Jan 2013-Version finalisé	AFM-Fin Monthly Report – Jan 2013 Final version
Rapport Mensuel AFM-Fin Mars 2013-Version finalisé	AFM-Fin Monthly Report – March 2013 Final version
Rapport Recadrage AFM	AFM Restructuring Report
Evaluation "mp" du programme mca-maroc 24 juin 2011	MCA mid-term evaluation Ikesol
Fiches synth du project.rar	
liste des beneficiaries -PLY.rar	

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ORGANIGRAMME FONCTIONNEL Updated 27 May 13.ppt	
Rapports fonciers.rar	
PAR_Version_finale 12 07 11.docx	
MONTHLY REPORT UGP FIN JUILLET 2010.rar	
Reporting AFM-Avril 2013-.rar	
ENV_PLY_Fez_Présentation _16 12 11.ppt	

Annex 3: Project Timetable

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Annex 4: Descriptive Framework of the Components

Description the Fez Medina activity	
Objective	<p>The AFM/Fez Medina activity is part of the AFM project, whose objective is to stimulate economic growth by contributing to the development of the tourism and handicrafts sector, multiplying the links between tourism and handicrafts and showcasing the historical, cultural, and architectural assets of the Fez medina.</p> <p>The specific objective of this activity is:</p> <ul style="list-style-type: none"> • The revitalization of the Fez medina through the restoration of four historic sites of major importance in the plans to preserve its historic, cultural, and architectural heritage.
Types of interventions	<ul style="list-style-type: none"> • Clearance of property for restoration of the four sites • Development of a production area in Aïn Nokbi for transfer of the polluting artisanal activities of Lalla Yeddouna square (PLY). • Implementation of the policy on involuntary resettlement, which applies the principles of the World Bank Operational Policy in this respect. (OP 4.12). • Restoration/construction of the four sites
Total budget	US\$46,269,019. June 2013. Source: PMU
Programmed start/end	2008/2013
Geographic scope	Fez
Target population (beneficiaries)	5205 beneficiaries. June 2013. Source: PMU

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Subactivity: Restoration of historical sites and development of the Aïn Nokbi production area	
Objective	<p>Restoration of four 14th- and 15th-century fondouks in the heart of the historic center of the Fez medina (Staouniyyine, Berka, and the Chemmaïne/Sbitriyyine complex), as well as an urban sector around Lalla Yeddouna square.</p> <p>Upgrading of the infrastructure at the Aïn Nokbi site, construction of a fondouk, and development of 33 individual lots.</p> <p>Participation in the environmental clean-up of the Fez medina by transferring the polluting activities of PLY to the Aïn Nokbi site and the clean-up and protection of the Jawaher river.</p>
Types of interventions	<p>Environmental and social impact assessments of the sites</p> <p>Programming of the sites under a participatory framework involving the direct and indirect beneficiaries, as well as the PAP.</p> <p>Launch of an international architecture competition to optimize the programming and architectural concept of the Lalla Yeddouna site</p> <p>Selection of project management teams</p> <p>Technical and design studies for the five projects</p> <p>Calls for proposals</p> <p>Selection of the companies to the construction</p> <p>Monitoring of the construction works</p> <p>Action to protect the Jawaher river</p> <p>Environmental awareness campaigns</p> <p>Preparation of studies in connection with the clearance of property for restoration at the five sites</p> <p>Operational implementation of the property clearance strategy at the five sites</p>
Total budget	US\$40,521,857. June 2013. Source: PMU
Programmed start/end	2012/2013
Geographic scope	Fez
Target population (individual beneficiaries)	<p>PLY 3951</p> <p>The three fondouks, 1243, for a total of 5192 beneficiaries</p>
Implementing parties	<p>ADER-PMU: Contractual partner of the project: operational management of the project, monitoring of the work, interface with project management and market agents</p> <p>APP: management of lot allocation in the markets, financial</p>

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	<p>management of the project, management of the operating budget</p> <p>MCC: Donor: project supervision and monitoring</p> <p>Ministry of Handicrafts (local and national)</p>
Stakeholders	<p>Ministry of the Environment (local and national)</p> <p>Ministry of Tourism (local and national)</p> <p><i>Wilaya</i> of the Fez region</p> <p>Municipality of Fez</p> <p>Steering committee</p>
Subactivity: PAR	
Objective	<p>Ensure that the project is a factor for positive change that offers opportunities for development and improvement of the living conditions of the people affected by the project.</p>
Types of interventions	<p>Formation of teams of social workers</p> <p>Definition of eligibility criteria, census, and eligible categories of PAP</p> <p>Assistance to PAP in navigating red tape</p> <p>Identification of sites for temporary resettlement</p> <p>Launch and implementation of public awareness campaigns</p> <p>Negotiation and signing of individual agreements between ADER-Fez and each PAP</p> <p>Determination of the ways to allocate locales in the fondouks for temporary resettlement (Region’s fondouk) and the one for definitive resettlement of the copper workers relocated to Aïn Nokbi and organization of the definitive resettlement</p> <p>Planning and specific preparations for the resettlement through information from the PAP</p> <p>Payment of relocation expenses and indemnities for disrupting production to all categories of PAP</p> <p>Definition of the concept and types of fondouk management and the signing of contacts spelling out the obligations of all parties in this activity</p> <p>Identification and arrangements for assistance to vulnerable persons</p> <p>Post-resettlement assistance and follow-up</p>
Total budget	<p>US\$5,747,162 June 2013. Source: PMU</p>

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Programmed start/end	2012 /2013
Geographic scope	Fez
Target population (beneficiaries)	1014 individuals affected by the project. June 2013. Source: PMU
Implementing parties	<ul style="list-style-type: none"> • A steering body: The mission of the Steering Committee, chaired by the <i>Wali</i>, is to provide strategic orientations for implementing the PAR (the political or management decisions necessary for good implementation of this process) • An executive management body: The Outreach Unit, consisting of: ADER, SECA, APP, and the local authority. Its missions are to implement the resettlement activities, mobilize the human, material, and financial resources necessary for implementation, and monitor implementation • A technical support body consisting of several entities recruited by ADER to assist the Outreach Unit with the roll out of resettlement activities • A litigation committee, responsible for hearing grievances and solving the problems encountered
Stakeholders	<p>Local associations representing the artisans involved</p> <p>NGO responsible for support and assistance</p>

Annex 5: Logical Framework – Fez Medina

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<p>GENERAL OBJECTIVE (Impact):</p> <p>Stimulate economic growth by capitalizing on the existing links between handicrafts, tourism, and the rich cultural, historic, and architectural heritage of the Fez medina.</p>	<p>Ex-ante, ex-post variations in:</p> <ul style="list-style-type: none"> - Number of overnight stays - Length of stay - Average tourist spending per stay 	<ul style="list-style-type: none"> - Regional statistics/ national tourism observatory - Sectoral studies 	
<p>SPECIFIC OBJECTIVES (Outcomes):</p> <ol style="list-style-type: none"> 1. Showcase the historical, cultural, and architectural resources of the Fez medina; 2. Improve working, safety, and health conditions of the PAP relocated to Ain Nokbi 3. Improve the living conditions, qualifications, and employability of vulnerable PAP. 4. Reduce pollution levels in the medina 	<ul style="list-style-type: none"> - Positive changes in the number of visitors to the showcased resources - Positive changes in terms of safety and health practices (condition conformity rates at the Ain Nokbi site) - Degree to which vulnerable PAP use their new skills - School reenrollment rate for the vulnerable <15 population - Rate of improvement in women’s employability - Qualification rate of vulnerable <18 populations - Pollution rate in the medina (ex-ante and ex-post variations) - Water pollution rates in Ain Nokbi - Solid waste management in Ain Nokbi 	<ul style="list-style-type: none"> - Mid-term evaluation report - Activities and follow-up assessment reports from the PMU/social assistance section - Sectoral studies conducted by the department of the environment - Interviews with managers - Surveys of beneficiaries - Case studies - Focus groups - On-site investigations 	<ul style="list-style-type: none"> - Absence of external factors with an adverse effect on the project’s ability to deliver its outputs. - Improvements not directly attributable to program activities - Vagaries of the goods and services and employment markets.

<p>RESULTS (Outputs):</p> <ul style="list-style-type: none"> - The three fondouks restored - Lalla Yeddouna square developed. - Aïn Nokbi site developed and operational - Property cleared for restoration - Relocation of PAP living in the 4 sites - Property in the 4 sites cleared for restoration - Polluting activities in Lalla Yeddouna square relocated to Aïn Nokbi - Resumption of activities by the artisans relocated to Aïn Nokbi - Training provided to vulnerable PAP - Target populations made aware of the need to protect the environment - Jawaher river protected from waste from the polluting activities of artisans in PLY. - Artisans’ adoption of good work practices - Revitalization of activities (production and retail operations) linked to the medina’s traditional construction sector - Strengthening of the institutional capacity of (ADER) 	<ul style="list-style-type: none"> - Number of historic sites restored - Rate of progress on the works - Property clearance rate - Number of PAP relocated - Number of polluting activities relocated - Activity resumption rate at the Aïn Nokbi site - Number of beneficiaries from vulnerable populations trained - Implementation rate for the program’s environmental awareness activities. - Rate of discharge of solid and liquid wastes in the Jawaher river - Overall pollution rates in the Jawaher river - Absenteeism or dropout rate among vulnerable populations receiving training - Women’s participation rates in training sessions and literacy classes - Degree to which beneficiaries and PAP expectations are met - Business income from activities linked with the traditional construction sector in the medina 	<ul style="list-style-type: none"> - Annual activities reports - Sectoral studies - Lists of participants in the environmental awareness activities - Training session attendance lists - Evaluation reports by trainers - Study of representatives of the traditional construction sector, by sector (woodworking, <i>bejmate</i>, traditional painting...) - Interviews with managers - Surveys of beneficiaries - Case studies - Focus groups - Field visits; direct observation 	<ul style="list-style-type: none"> - The type of institutional and partnership structure positively influenced achievement of the outputs
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<p>ACTIVITIES:</p> <ol style="list-style-type: none"> 1. Preparation of pre-project technical studies on the restoration of Lalla Yeddouna square and the three fondouks 2. Preparation of the architectural and technical design of Lalla Yeddouna square and the three fondouks by means of a competition 3. Identification of the companies that will do the work through a call for proposals 4. Introduction of procedures for clearing property for restoration 5. Identification of the NGO that will be tasked with social planning 6. Preparation of surveys and studies associated with implementation of the PAR 7. Implementation of the PAR 8. Identification of the PAP 9. Launch of social work activities 10. Agreements with the PAP 11. Finalization of contracts with the PAP 12. Launch and monitoring of work on the three fondouks. 13. Launch and monitoring of work in Lalla Yeddouna square. 14. Launch and monitoring of development at the Aïn Nokbi site 15. Relocation of the PAP from the 4 sites 16. Installation of PAP involved at the Aïn Nokbi site 	<ul style="list-style-type: none"> - Quality of the technical studies delivered and planning of their delivery - Cost-benefit and means-results reports - Timetable of completed activities - Conformity of assistance planning /action taken - Conformity of PAR with World Bank directives - Conformity of social assistance with the PAR and PAP expectations - Degree of partner /beneficiary/ civil society involvement in the design and implementation of the PAR - Training of social workers. - Number of properties cleared for restoration - Number and qualifications of managers and human resources for support mobilized - Organization of training for social workers - Development and use of communication tools - Report on quality/number/cost of social assistance activities - Holding of the Environmental Forum - Beneficiary satisfaction rate - Internal coherence of the 	<ul style="list-style-type: none"> - Monitoring documents (task dashboard, timetable, evaluation reports) - Project prefeasibility analysis - Analysis of business models - Analysis of construction site records - Analysis of contracts - Analysis of planning and timetables - Analysis of contract amendments - Analysis of budgets and their use during the project - Documentation of the activity - Audit and monitoring reports - Mid-term evaluation reports - Activities reports on all components of the project - Reports and forms from managers and social workers - Surveys of beneficiaries - Focus groups - Interviews - Direct observation 	<ul style="list-style-type: none"> - The type of institutional and partnership structure influenced the implementation of the activities - The issue of sustainability is pending
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<p>17. Provision of social assistance to vulnerable populations 18. Launch of Environmental Forum 19. Establishment of procedures for the treatment of industrial wastewater from production units at Aïn Nokbi 20. Implementation of activities to protect the Jawaher river 21. Reaching of agreements on identification of the final beneficiaries from the four restored sites, as well as subsequent management modalities</p>	<p>activity: complementarity among subactivities, coherence between means and objectives</p> <ul style="list-style-type: none"> - Complementarity and coherence with other MCA-Morocco projects and the sector policies involved, or with other donors - Agreements signed with partners 		
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Annex 6: Fez Medina beneficiary surveys

Gender

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Male	71	88.8	88.8	88.8
Female	9	11.3	11.3	100.0
Total	80	100.0	100.0	

Age

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid 20-40	34	42.5	42.5	42.5
40-60	29	36.3	36.3	78.8
60 et plus	17	21.3	21.3	100.0
Total	80	100.0	100.0	

Level of education

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid No formal education	29	36.3	36.3	36.3
Pre-primary / Msid	13	16.3	16.3	52.5
Primary (not completed)	9	11.3	11.3	63.8
Primary (completed)	6	7.5	7.5	71.3
Secondary (not completed)	11	13.8	13.8	85.0
Secondary (completed)	10	12.5	12.5	97.5
Higher education (not completed)	2	2.5	2.5	100.0
Total	80	100.0	100.0	

Professional identification

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	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Head of a handicrafts unit	21	26.3	26.3	26.3
Employee in a handicrafts unit	49	61.3	61.3	87.5
Retailer	6	7.5	7.5	95.0
Living in the neighborhood	4	5.0	5.0	100.0
Total	80	100.0	100.0	

If 'other', please specify

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not applicable	80	100.0	100.0	100.0

ONLY FOR HEADS OF HANDICRAFTS UNITS You are

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	59	73.8	73.8	73.8
Copperware producer	12	15.0	15.0	88.8
Copperware sub-contractor	3	3.8	3.8	92.5
Copperware producer and sub-contractor	6	7.5	7.5	100.0
Total	80	100.0	100.0	

ONLY FOR RETAILERS You are

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	74	92.5	92.5	92.5

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Merchant of tannery raw materials	2	2.5	2.5	95.0
Fabric merchant	4	5.0	5.0	100.0
Total	80	100.0	100.0	

ONLY FOR EMPLOYEES You are

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	31	38.8	38.8	38.8
An apprentice	2	2.5	2.5	41.3
Medium qualified	12	15.0	15.0	56.3
Highly qualified	35	43.8	43.8	100.0
Total	80	100.0	100.0	

Within Lalla Yeddouna or the 4 fondouks you occupy

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	53	66.3	66.3	66.3
A home	1	1.3	1.3	67.5
A business space	25	31.3	31.3	98.8
A home and a business space	1	1.3	1.3	100.0
Total	80	100.0	100.0	

ONLY FOR THOSE WHO OCCUPY A HOME In your home, you were?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	78	97.5	97.5	97.5
The owner	2	2.5	2.5	100.0
Total	80	100.0	100.0	

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ONLY FOR THOSE WHO OCCUPY A BUSINESS SPACE

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	55	68.8	68.8	68.8
The owner	3	3.8	3.8	72.5
Tenant with your own entrance	17	21.3	21.3	93.8
Tenant	4	5.0	5.0	98.8
Dub-tenant of an entire space	1	1.3	1.3	100.0
Total	80	100.0	100.0	

Could you please state what your daily income was before the start of the project?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Less than or equal to 100 dh	17	21.3	21.3	21.3
Less than or equal to 150 dh	22	27.5	27.5	48.8
Less than 250 dh	14	17.5	17.5	66.3
250 dh	25	31.3	31.3	97.5
No answer	2	2.5	2.5	100.0
Total	80	100.0	100.0	

Within the framework of the project, did you benefit from a compensation?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid financial	61	76.3	76.3	76.3
none	1	1.3	1.3	77.5
Financial and physical	18	22.5	22.5	100.0
Total	80	100.0	100.0	

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IF YOU RECEIVED FINANCIAL COMPENSATION Which ones?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	2	2.5	2.5	2.5
Compensation for work cessation	37	46.3	46.3	48.8
Compensation for work cessation and travel compensation to get to Ain Nokbi	24	30.0	30.0	78.8
Compensation for work cessation, work space compensation and travel compensation to get to Ain Nokbi	3	3.8	3.8	82.5
Compensation for work cessation, compensation for moving house and travel compensation to get to Ain Nokbi	2	2.5	2.5	85.0
Compensation for work cessation, work space compensation, compensation for moving house and travel compensation to get to Ain Nokbi	2	2.5	2.5	87.5
Financial and physical	1	1.3	1.3	88.8
Compensation for work cessation and for moving house	5	6.3	6.3	95.0
Compensation for housing and for moving house	1	1.3	1.3	96.3
Compensation for work cessation, work space compensation, compensation for housing and moving house	1	1.3	1.3	97.5

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Compensation for work cessation, work space compensation	2	2.5	2.5	100.0
Total	80	100.0	100.0	

IF YOU RECEIVED PHYSICAL COMPENSATION Which ones?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	62	77.5	77.5	77.5
A plot of land with a building	8	10.0	10.0	87.5
A space in the fondouk constructed by the program in Ain Nokbi	10	12.5	12.5	100.0
Total	80	100.0	100.0	

If 'other', please specify

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	80	100.0	100.0	100.0

Which of the project activities did you participate in?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	7	8.8	8.8	8.8
Environmental awareness raising forum	10	12.5	12.5	21.3
Insertion training	1	1.3	1.3	22.5
Literacy activities	3	3.8	3.8	26.3
None of the above	59	73.8	73.8	100.0
Total	80	100.0	100.0	

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Why did you take part in the project?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	6	7.5	7.5	7.5
To increase your income	5	6.3	6.3	13.8
To receive compensation	8	10.0	10.0	23.8
Because everyone else was	7	8.8	8.8	32.5
I had no alternative	7	8.8	8.8	41.3
No particular reason	11	13.8	13.8	55.0
To improve your professional skills. to improve your working conditions and to receive compensation	1	1.3	1.3	56.3
To increase your income, to improve your professional skills and to improve your working conditions	6	7.5	7.5	63.8
To increase your income, to improve your working conditions and to receive compensation	5	6.3	6.3	70.0
To increase your income and to improve your working conditions	6	7.5	7.5	77.5
To increase your income and to improve your professional skills	4	5.0	5.0	82.5
To increase your income, improve your professional skills, improve your working conditions and receive compensation	1	1.3	1.3	83.8

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To increase your income, improve your professional skills and receive compensation	5	6.3	6.3	90.0
To improve your working conditions and because everyone else was	1	1.3	1.3	91.3
To increase your income and receive compensation	2	2.5	2.5	93.8
To receive compensation and because I had not alternative	1	1.3	1.3	95.0
Because everyone else was and because I had no alternative	1	1.3	1.3	96.3
To improve my professional skills, working conditions and living conditions	2	2.5	2.5	98.8
To receive compensation and because everyone else was	1	1.3	1.3	100.0
Total	80	100.0	100.0	

How did the project help you?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	3	3.8	3.8	3.8
It helped improved your working conditions	3	3.8	3.8	7.5
It helped improved your living conditions	1	1.3	1.3	8.8
You received compensation	54	67.5	67.5	76.3

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It improved your working conditions and you received compensation	9	11.3	11.3	87.5
It increased your income and your professional skills	6	7.5	7.5	95.0
It increased your revenue and you received compensation	3	3.8	3.8	98.8
It increased your revenue, improved your professional skills and your working conditions	1	1.3	1.3	100.0
Total	80	100.0	100.0	

Are you satisfied with the compensation you received within the framework of the project?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	2	2.5	2.5	2.5
Yes	41	51.3	51.3	53.8
No	37	46.3	46.3	100.0
Total	80	100.0	100.0	

If 'Yes', why?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	37	46.3	46.3	46.3
It was objective/realistic	40	50.0	50.0	96.3
It surpassed my expectations	3	3.8	3.8	100.0
Total	80	100.0	100.0	

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If 'No', why not?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	42	52.5	52.5	52.5
The compensation was too little	25	31.3	31.3	83.8
It did not correspond to the promises that were made	1	1.3	1.3	85.0
It was unfair compared to other beneficiaries' compensations	5	6.3	6.3	91.3
The compensation was too little and unfair compared to other beneficiaries' compensations	6	7.5	7.5	98.8
The compensation was too little and did not correspond to the promises that were made	1	1.3	1.3	100.0
Total	80	100.0	100.0	

Do you think that the project's decision to grant a financial compensation to the affected populations is relevant?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	2	2.5	2.5	2.5
Yes	47	58.8	58.8	61.3
No	31	38.8	38.8	100.0
Total	80	100.0	100.0	

24.1-If 'No', what were the reasons?

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	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	62	77.5	77.5	77.5
I would have preferred the project to give us physical goods directly	18	22.5	22.5	100.0
Total	80	100.0	100.0	

24.2-If 'No', what were the reasons?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	65	81.3	81.3	81.3
The money was wasted on something else	15	18.8	18.8	100.0
Total	80	100.0	100.0	

24.3- If 'No', what were the reasons?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	79	98.8	98.8	98.8
I did not know how to invest or buy an asset by myself	1	1.3	1.3	100.0
Total	80	100.0	100.0	

25.1-If 'Yes', what were the reasons?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	69	86.3	86.3	86.3
It allows more flexibility (compared to the administrative rigidity encountered)	11	13.8	13.8	100.0

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25.1-If 'Yes', what were the reasons?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	69	86.3	86.3	86.3
It allows more flexibility (compared to the administrative rigidity encountered)	11	13.8	13.8	100.0
Total	80	100.0	100.0	

25.2- If 'Yes', what were the reasons?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	60	75.0	75.0	75.0
It allowed to save time	20	25.0	25.0	100.0
Total	80	100.0	100.0	

25.3- If 'Yes', what were the reasons?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	56	70.0	70.0	70.0
It allows for more individual and free investment choices	24	30.0	30.0	100.0
Total	80	100.0	100.0	

Please indicate how the proposal (design) of the Medina of Fez activity could have been improved?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid By fulfilling commitments made during the project	5	6.3	6.3	6,3

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By respecting deadlines	2	2.5	2.5	8.8
By increasing the compensation amounts	2	2.5	2.5	11.3
By fulfilling commitments made during the project. by respecting deadlines and by further involving us in the design of the activities	2	2.5	2.5	13.8
By fulfilling commitments made during the project, by respecting deadlines and by improving the social support	4	5.0	5.0	18.8
By fulfilling commitments made during the project and increasing the compensation amounts	1	1.3	1.3	20.0
By fulfilling commitments made during the project, by respecting deadlines and increasing the compensation amounts	22	27.5	27.5	47.5
By fulfilling commitments made during the project, and by respecting the deadlines	21	26.3	26.3	73.8
By increasing the compensation amounts and improving social support	2	2.5	2.5	76.3
By fulfilling commitments made during the project, by respecting the deadlines. by increasing the compensation amounts, by improving social support	5	6.3	6.3	82.5

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By fulfilling commitments made during the project, by respecting the deadlines, by improving social support and by further involving us in the design of the activity	1	1.3	1.3	83.8
By respecting the deadlines and increasing the compensation amounts	1	1.3	1.3	85.0
By respecting the deadlines and improving social support	6	7.5	7.5	92.5
By increasing the compensation amounts, improving social support and further involving us in the design of the activity	1	1.3	1.3	93.8
By respecting the deadlines and further involving us in the design of the activity	1	1.3	1.3	95.0
By fulfilling commitments made during the project, respecting the deadlines, increasing the compensation amounts, improving social support and further involving us in the design of the activity	2	2.5	2.5	97.5
By fulfilling commitments made during the project and further involving us in the design of the activity	1	1.3	1.3	98.8
By respecting the deadlines, increasing the compensation amounts , further involving us in the design of the activity	1	1.3	1.3	100.0

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Total	80	100.0	100.0	
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Did you take part in the consultation workshops surrounding the project?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Yes	14	17.5	17.5	17.5
No	66	82.5	82.5	100.0
Total	80	100.0	100.0	

FOR THOSE WHO SAID YES, THEY TOOK PART IN THE WORKSHOP At which stage of the project

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	66	82.5	82.5	82.5
Before the start of the project	11	13.8	13.8	96.3
During the project	1	1.3	1.3	97.5
Before the start of the project, during the project and at the end of the project	2	2.5	2.5	100.0
Total	80	100.0	100.0	

FOR THOSE WHO SAID YES, THEY TOOK PART IN THE WORKSHOP What was the goal of these workshops?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	66	82.5	82.5	82.5
Information on the project plans	4	5.0	5.0	87.5
Purely formal/political	4	5.0	5.0	92.5

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Information on the project plans and information on the move and the compensation	3	3.8	3.8	96.3
Information on the project plans, on the move and compensation, and on how the construction work was progressing	1	1.3	1.3	97.5
Info on the project plans, on the move and compensation, how the construction work was progressing, and taking into account the population’s opinion.	2	2.5	2.5	100.0
Total	80	100.0	100.0	

FOR THOSE WHO PARTICIPATED IN THE WORKSHOPS In your opinion, to what extent did the program achieve its aim of involving the local population?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	66	82.5	82.5	82.5
The population was very involved	5	6.3	6.3	88.8
The population was somewhat involved	7	8.8	8.8	97.5
The population was not very involved	1	1.3	1.3	98.8
The population was not involved at all	1	1.3	1.3	100.0
Total	80	100.0	100.0	

FOR THOSE WHO ANSWERED 3 - 4 (THE POPULATION Was NOT INVOLVED) What are the reasons why the population was not involved?

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	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	78	97.5	97.5	97.5
The comments and recommendations from the people were not sufficiently taken into account	1	1.3	1.3	98.8
Poor organization, comments and recommendations not taken into account, not enough workshops, and no follow-up	1	1.3	1.3	100.0
Total	80	100.0	100.0	

What other support actions did you benefit from, apart from the compensation and the consultation/information workshops?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	30	37.5	37.5	37.5
Social support (implementation of an efficient place to be listened to, to resolve crises and to issue complaints to)	38	47.5	47.5	85.0
Raising awareness on new environmentally friendly practices (waste management and water waste management, as well as a reduction in smoke...)	7	8.8	8.8	93.8
Raising awareness on new health and safety practices at work	2	2.5	2.5	96.3
Social support and raising awareness on new health and safety practices at work	1	1.3	1.3	97.5

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Social support and raising awareness on new environmentally friendly practices	1	1.3	1.3	98.8
No action	1	1.3	1.3	100.0
Total	80	100.0	100.0	

How would you rate the social support actions?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	30	37.5	37.5	37.5
Very satisfying	25	31.3	31.3	68.8
Fairly satisfying	16	20.0	20.0	88.8
Not very satisfying	5	6.3	6.3	95.0
Not at all satisfying	4	5.0	5.0	100.0
Total	80	100.0	100.0	

FOR THOSE WHO RESPONDED 3 -4 (NOT SATISFYING) What measures should have been taken in order to improve the effectiveness?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	70	87.5	87.5	87.5
Better crisis management	4	5.0	5.0	92.5
More attentively listening to complaints	1	1.3	1.3	93.8
A better capacity to react	1	1.3	1.3	95.0
More competent discussion leaders, more regular follow-up and better capacity to react	1	1.3	1.3	96.3

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More regular follow-up and better crisis management	2	2.5	2.5	98.8
More competent discussion leaders, better follow-up, better training quality	1	1.3	1.3	100.0
Total	80	100.0	100.0	

To what extent do you (or do you intend to) apply the lessons covered during the PAR?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	20	25.0	25.0	25.0
Completely	2	2.5	2.5	27.5
Partially	13	16.3	16.3	43.8
Not at all	45	56.3	56.3	100.0
Total	80	100.0	100.0	

Did the PAR have a positive impact on your social and economic situation (please choose)?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	32	40.0	40.0	40.0
Increase in revenues	1	1.3	1.3	41.3
Improvement of social status	3	3.8	3.8	45.0
Discovery of new social and professional opportunities	26	32.5	32.5	77.5
Learning about best practices	1	1.3	1.3	78.8
Others	9	11.3	11.3	90.0

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Improvement of social status and discovery of new social and professional opportunities	1	1.3	1.3	91.3
Discovery of new social and professional opportunities and learning about best practices	1	1.3	1.3	92.5
Social status improvement and learning about best practices	1	1.3	1.3	93.8
Increase in revenues, improvement of social status, and professional reorientation	1	1.3	1.3	95.0
Increase in revenues and improvement of social status	3	3.8	3.8	98.8
Increase in revenues and discovery of new social and professional opportunities	1	1.3	1.3	100.0
Total	80	100.0	100.0	

If ‘other,’ please specify

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	70	87.5	87.5	87.5
No impact	8	10.0	10.0	97.5
Ongoing repairs on the Fondouk	1	1.3	1.3	98.8
Buying of a shop	1	1.3	1.3	100.0
Total	80	100.0	100.0	

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Did the PAR have a negative impact on your social and economic situation (please choose)?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	5	6.3	6.3	6.3
Decrease in revenues	4	5.0	5.0	11.3
Breakage of social links and neighborhood cohabitation	3	3.8	3.8	15.0
Job loss	3	3.8	3.8	18.8
Others	1	1.3	1.3	20.0
Decrease in revenue, loss of social status and breakage of social links	1	1.3	1.3	21.3
Decrease in revenue, breakage of social links and job loss	3	3.8	3.8	25.0
Decrease in revenue and difficulty adapting to a new environment	2	2.5	2.5	27.5
Decrease in revenue, loss of social status and job loss	7	8.8	8.8	36.3
Job loss and others	1	1.3	1.3	37.5
Decrease in revenue and breakage of social links	5	6.3	6.3	43.8
Breakage of social links, and difficulty adapting to a new environment	3	3.8	3.8	47.5
Decrease in revenue, loss of social status and breakage of social links	5	6.3	6.3	53.8
Decrease in revenue, breakage of social links, and difficulty adapting to a new environment	3	3.8	3.8	57.5

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Decrease in revenue, breakage of social links, and difficulty adapting to a new environment, and breakage of the chain of production	2	2.5	2.5	60.0
Decrease in revenue, breakage of social links, and breakage of the chain of production	2	2.5	2.5	62.5
Decrease in revenue and loss of social status	11	13.8	13.8	76.3
Breakage of social links and others	1	1.3	1.3	77.5
Job loss and breakage of the chain of production	1	1.3	1.3	78.8
Decrease of revenue and job loss	6	7.5	7.5	86.3
Decrease in revenue, job loss, loss of social status, and difficulty adapting to a new environment	2	2.5	2.5	88.8
Breakage of social links, difficulty adapting, and breakage of the chain of production	1	1.3	1.3	90.0
Breakage of social links, job loss, and breakage of the chain of production	1	1.3	1.3	91.3
Breakage of social links, job loss, and difficulty adapting	1	1.3	1.3	92.5
Decrease in revenue, breakage of social links, difficulty adapting, and other	1	1.3	1.3	93.8
Loss of social status and job loss	2	2.5	2.5	96.3

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Loss of social status and breakage of social links	1	1.3	1.3	97.5
Difficulty adapting to a new environment and other	1	1.3	1.3	98.8
Loss of social status, breakage of social links and other	1	1.3	1.3	100.0
Total	80	100.0	100.0	

If ‘Other’, specify

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	75	93.8	93.8	93.8
Still waiting on the work to be finished	1	1.3	1.3	95.0
Lack of security	1	1.3	1.3	96.3
Repairs ongoing on fondouk	1	1.3	1.3	97.5
House affected by neighboring demolition	1	1.3	1.3	98.8
Boss received money and disappeared	1	1.3	1.3	100.0
Total	80	100.0	100.0	

How did you use the PAR compensation?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	1	1.3	1.3	1.3
Within the family (health, buying furniture, weddings, paying off debts...)	72	90.0	90.0	91.3

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In order to strengthen existing professional structure (buying new materials, work on the building...)	1	1.3	1.3	92.5
No response	5	6.3	6.3	98.8
Family use and changing professional activity	1	1.3	1.3	100.0
Total	80	100.0	100.0	

Do you know about the project to restructure the Lalla Yeddouna Square?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	1	1.3	1.3	1.3
Yes	77	96.3	96.3	97.5
No	2	2.5	2.5	100.0
Total	80	100.0	100.0	

If 'Yes', what is your general opinion on the restructuring project of the Square?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	2	2.5	2.5	2.5
Very positive	31	38.8	38.8	41.3
Fairly positive	27	33.8	33.8	75.0
Fairly negative	9	11.3	11.3	86.3
Very negative	7	8.8	8.8	95.0
No opinion	4	5.0	5.0	100.0
Total	80	100.0	100.0	

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IF OPINION ON LALLA YEDDOUNA IS POSITIVE - VERY POSITIVE Can I ask you why you rate this project positively?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	23	28.8	28.8	28.8
It responds to a tourism need	3	3.8	3.8	32.5
It responds to tourism, environmental, and working conditions improvement needs	8	10.0	10.0	42.5
It responds to needs of the population and environment, tourism, and working conditions improvement needs	2	2.5	2.5	45.0
It responds to needs of the population and those of environment and tourism	22	27.5	27.5	72.5
It responds to needs of the population and environment	2	2.5	2.5	75.0
It responds to environment and working conditions improvement needs	2	2.5	2.5	77.5
It responds to environment and tourism needs	4	5.0	5.0	82.5
It responds to environmental, tourism, and working conditions improvement and economic needs	2	2.5	2.5	85.0
It responds to tourism and working conditions improvement needs	5	6.3	6.3	91.3

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It responds to a need of the population, and environmental and workplace improvement needs	1	1.3	1.3	92.5
It responds to an environmental need, a tourism and an economic need	1	1.3	1.3	93.8
It responds to a need of the population and workplace improvement needs	1	1.3	1.3	95.0
It responds to a need of the population, and environmental, tourism, and workplace improvement needs	2	2.5	2.5	97.5
It responds to tourism and economic needs	1	1.3	1.3	98.8
It responds to a need of the population, environmental, tourism, and economic needs	1	1.3	1.3	100.0
Total	80	100.0	100.0	

IF OPINION ON LALLA YEDDOUNA IS NEGATIVE - VERY NEGATIVE Can I ask you why you rate this project negatively?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	61	76.3	76.3	76.3
The construction work is taking too long	2	2.5	2.5	78.8
Decrease in income	4	5.0	5.0	83.8
Inconveniences linked to the construction work and the activity transfer, and the work is taking too long	1	1.3	1.3	85.0

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Inconveniences linked to the activity transfer, and the work is taking too long	1	1.3	1.3	86.3
Inconveniences linked to the construction work and the activity transfer, the dispersion of the population, and the work is taking too long	1	1.3	1.3	87.5
Inconveniences linked to the construction work, the work is taking too long, and loss of income	2	2.5	2.5	90.0
Inconveniences linked to the activity transfer, the dispersion of the population, the loss of the place’s character, and loss of income	1	1.3	1.3	91.3
Inconveniences linked to the construction work, the loss of the place’s character, and loss of income	1	1.3	1.3	92.5
Inconveniences linked to the construction work and the activity transfer, the dispersion of the population, the work is taking too long, the place is losing its character, and loss of income	3	3.8	3.8	96.3
Inconveniences linked to the construction work, the work is taking too long, and the place is losing its character	2	2.5	2.5	98.8
The work is taking too long and loss of income	1	1.3	1.3	100.0
Total	80	100.0	100.0	

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Do you know about the project to restructure the fondouks?

		Numbers	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	72	90.0	90.0	90.0
	No	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

If 'Yes', what is your general opinion on the restructuring of the fondouks?

		Numbers	Percentage	Valid percentage	Cumulative percentage
Valid	Not affected	6	7.5	7.5	7.5
	Very positive	40	50.0	50.0	57.5
	Fairly positive	22	27.5	27.5	85.0
	Fairly negative	4	5.0	5.0	90.0
	Very negative	6	7.5	7.5	97.5
	No opinion	2	2.5	2.5	100.0
	Total	80	100.0	100.0	

IF OPINION ON THE FONDOUKS IS POSITIVE - VERY POSITIVE Can I ask you why you rate this project positively?

		Numbers	Percentage	Valid percentage	Cumulative percentage
Valid	Not affected	17	21.3	21.3	21.3
	It responds to a tourism need	4	5.0	5.0	26.3
	It responds to a need to improve working conditions	1	1.3	1.3	27.5

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It responds to a need of the population and to environmental and tourism needs	26	32.5	32.5	60.0
It responds to environmental and tourism needs	5	6.3	6.3	66.3
It responds to population, environmental, tourism, working conditions, and economic needs	4	5.0	5.0	71.3
It responds to population and tourism needs	1	1.3	1.3	72.5
It responds to population, environmental, tourism, and economic needs	4	5.0	5.0	77.5
It responds to environmental, tourism, and working conditions improvement needs	8	10.0	10.0	87.5
It responds to population, environmental, and working condition needs	2	2.5	2.5	90.0
It responds to tourism and working conditions needs	3	3.8	3.8	93.8
It responds to population and environmental needs	2	2.5	2.5	96.3
It responds to population, environmental, tourism, and working condition needs	1	1.3	1.3	97.5
It responds to population, tourism, and working condition needs	1	1.3	1.3	98.8

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It responds to tourism and economic needs	1	1.3	1.3	100.0
Total	80	100.0	100.0	

IF OPINION ON THE FONDOUKS IS NEGATIVE - VERY NEGATIVE Can I ask you why you rate this project negatively?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	69	86.3	86.3	86.3
Inconveniences linked to the activity transfer	1	1.3	1.3	87.5
The work is taking too long and inconveniences linked to the activity transfer	1	1.3	1.3	88.8
Inconveniences linked to the activity transfer and loss of revenue	2	2.5	2.5	91.3
The work is taking too long, inconveniences linked to the activity transfer, population dispersal, and loss of revenue	1	1.3	1.3	92.5
Inconveniences linked to the construction work, the work is taking too long, the place is losing its character, and loss of income	1	1.3	1.3	93.8
Inconveniences linked to the construction work and activity transfer, the work is taking too long, the place is losing its character, loss of income, and responds to tourism needs at cost to local population	2	2.5	2.5	96.3

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The work is taking too long and responds to tourism needs at cost to local population	2	2.5	2.5	98.8
Inconveniences linked to the construction work and population dispersion, the work is taking too long, the place is losing its character	1	1.3	1.3	100.0
Total	80	100.0	100.0	

Did you participate in the environmental forum developed by the project for the population of the Fez Medina?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Yes	18	22.5	22.5	22.5
No	62	77.5	77.5	100.0
Total	80	100.0	100.0	

FOR THOSE WHO PARTICIPATED IN THE FORUM In general, how would you rate the usefulness of the forum?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	61	76.3	76.3	76.3
Very useful	8	10.0	10.0	86.3
Fairly useful	6	7.5	7.5	93.8
Fairly useless	1	1.3	1.3	95.0
Completely useless	4	5.0	5.0	100.0
Total	80	100.0	100.0	

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IF OPINION IS: NOT VERY USEFUL / NOT USEFUL AT ALL Why didn't you find it useful?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	75	93.8	93.8	93.8
I did not feel affected	2	2.5	2.5	96.3
Vocabulary was too scientific and the recommendations cannot be applied to everyday life	1	1.3	1.3	97.5
Too theoretical and I did not feel affected	2	2.5	2.5	100.0
Total	80	100.0	100.0	

IF OPINION IS: VERY USEFUL / FAIRLY USEFUL What lessons did you learn?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	65	81.3	81.3	81.3
An awareness of environmental challenges	11	13.8	13.8	95.0
I adopted best practices in my professional life	1	1.3	1.3	96.3
An awareness of environmental challenges and I adopted best practices in my professional life	1	1.3	1.3	97.5
I adopted best practices in my professional and family life	1	1.3	1.3	98.8
An awareness of environmental challenges and I adopted best practices in my professional and family life	1	1.3	1.3	100.0

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IF OPINION IS: VERY USEFUL / FAIRLY USEFUL What lessons did you learn?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	65	81.3	81.3	81.3
An awareness of environmental challenges	11	13.8	13.8	95.0
I adopted best practices in my professional life	1	1.3	1.3	96.3
An awareness of environmental challenges and I adopted best practices in my professional life	1	1.3	1.3	97.5
I adopted best practices in my professional and family life	1	1.3	1.3	98.8
An awareness of environmental challenges and I adopted best practices in my professional and family life	1	1.3	1.3	100.0
Total	80	100.0	100.0	

IF YOU RECEIVED THE PHYSICAL COMPENSATION AT AIN NOKBI What do you think of the installations provided by the program?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	62	77.5	77.5	77.5
Suited to the social and professional context of the participants	11	13.8	13.8	91.3
Developed new health and safety standards	5	6.3	6.3	97.5
Unsuitable	1	1.3	1.3	98.8

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Suited to the social and professional context of the participants and developed new health and safety standards	1	1.3	1.3	100.0
Total	80	100.0	100.0	

If 'Unsuitable', why?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	77	96.3	96.3	96.3
Surface area was too small/large	2	2.5	2.5	98.8
Too far from the rest of the production chain	1	1.3	1.3	100.0
Total	80	100.0	100.0	

Are you generally satisfied with the program?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	1	1.3	1.3	1.3
Completely	25	31.3	31.3	32.5
Partially	38	47.5	47.5	80.0
Not at all	16	20.0	20.0	100.0
Total	80	100.0	100.0	

By how much have your revenues increased since the project?

	Numbers	Percentage	Valid percentage	Cumulative percentage
Valid Not affected	2	2.5	2.5	2.5
(-100%)	33	41.3	41.3	43.8
(-80%)	10	12.5	12.5	56.3

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(-60%)		19	23.8	23.8	80.0
(-40%)		9	11.3	11.3	91.3
(-20%)		3	3.8	3.8	95.0
(0%)		1	1.3	1.3	96.3
(+20%)		1	1.3	1.3	97.5
(+40%)		1	1.3	1.3	98.8
(+100% and more)		1	1.3	1.3	100.0
Total		80	100.0	100.0	