



Terms of Reference: Consultant, Policy papers and Women Regional Business Agenda (WRBA)

The Center for International Private Enterprise (CIPE) seeks a consultant in Morocco to work with local women's business organizations to develop policy papers on barriers to economic participation. CIPE strengthens democracy around the globe through private enterprise and market-oriented reform. CIPE is one of the four core institutes of the National Endowment for Democracy and is an affiliate of the US Chamber of Commerce. Since 1983, CIPE has worked to build the political, market and civic institutions vital to a democratic societies and private sector led economies. CIPE's key program areas include anti-corruption, public governance reform, support of civil society, property rights, economic empowerment of at-risk communities, and opening political space in closed societies.

Project overview

A Women's Regional Business Agenda (WRBA) is a proven methodology that empowers women in the economy by organizing women in the private sector and leveraging their voices for collective action. Bottom-up consultations with women and stakeholders produce a roadmap of reforms to address legal, regulatory and/or even social barriers. As the WRBA process creates momentum for reforms, it also increases the presence of women in the public sphere, expressing their own priorities and advocating their own needs. Moreover, as organizations lead in the civic space, CIPE helps them develop stronger services for their members. The result is empowered women's organizations, empowered businesswomen members, and an ever-improving environment where women can better access economic resources and opportunities. In Morocco, CIPE is implementing a project to support the creation of WRBAs in up to three regions of Morocco, funded by the U.S. Department of State Bureau for Democracy, Rights and Labor. WRBAs will be a particularly valuable tool in Morocco, given the country's support for small businesses, support for women's economic empowerment, and its steady push towards regionalization and decentralization of decision making.

Scope of Work

Business agendas involve both a process, which includes bottom-up and inclusive consultations, and a product, which lays out a roadmap of reforms that in turn reflects the priorities of the business community involved – in this case, businesswomen. With CIPE's oversight and guidance, the consultant will support Moroccan associations in undertaking a WRBA, from process to product, including:

1. Support implementation of consultation roundtables

The consultant will attend and actively participate in stakeholder consultations that CIPE will help each businesswomen's association organize. Tasks will include:

- Taking notes
- As agreed and appropriate, co-facilitating the conversations on barriers and opportunities
- Producing a consultation roundtable summary report for each roundtable with an overview of discussions, including key questions posed, priorities and problems shared, and recommendations offered. CIPE and the consultant will agree on the structure of the reports beforehand. The consultant will share each draft roundtable report with CIPE, the lead association and participants for feedback before finalization.

2. Draft a Women's Regional Business Agendas for each region (up to three regions)

The consultant will use input from the roundtable consultations and conduct further research as necessary to create a WRBA for each region that provides an organized framework of reform recommendations to facilitate women's economic participation. Each WRBA will be tailored to its context, and the ultimate structure will be agreed between CIPE, the consultant and the association, drawing from dozens of agenda document models CIPE has from partners worldwide. Generally, it will include:

- An executive summary with a short, clear, and distilled version of the main obstacles and the priority recommendations for reform.
- A section that gives a background and context for the WRBA, including an overview of women's economic roles and major barriers and opportunities for women's empowerment and for women-owned small- and medium-sized enterprises in Morocco or targeted regions.
- Methodology section describing the WRBA process.
- An organized presentation – often by major theme – of priority areas for reform as identified during consultations, and recommendations to improve barriers in those areas.

The consultant will share drafts with CIPE and the associations for feedback. CIPE must approve the final draft.

Expected deliverables

- Participation in (and possible co-facilitation of) stakeholder consultation roundtables
- Proposed roundtable report structure for CIPE's feedback and approval
- Roundtable reports for each roundtable
- WRBA
 - research, outreach, data collection and paper development, while ensuring adherence to the agreed-upon contents, format, and timeline
 - proposed WRBA structure for CIPE's feedback and approval
 - drafts of WRBA for feedback and approval by CIPE and partner associations
- Regularly consult with CIPE and the Steering Committee and inform them on the progress of the project activities implementation.

Profile of eligible consultant

- Demonstrated experience in designing and conducting issue research in either university or organizational setting. Experience with policy analysis and policy paper writing strongly preferred.
- Demonstrated experience and skills in stakeholder interviewing. Experience interacting with association, government and private sector actors strongly preferred.
- Experience working with civil society associations strongly desired.
- Able to handle multiple detail-oriented tasks with limited supervision
- Strong organizational, interpersonal and communication skills; team orientation.
- Experience monitoring the quality of research implementation
- Knowledge of and interest in women's economic empowerment, small business issues and economic reform
- Education and professional background in relevant fields in Morocco, at least two years' experience required
- Fluency in Arabic and French required.
- Excellence in English reading and writing valuable.
- Computer skills, proficiency in MS-Office, specifically Word, Excel and Outlook.
- Internet research skills

Estimated Level of Work

The exact levels of work will be finalized between CIPE and the consultant. CIPE estimates:

Tasks	Estimated consultant days
Consultation roundtables (preparation and participation)	8 days
Drafting of roundtable reports	8 days
Research and interviews	7 days
WRBA development	7 days
TOTAL	30 days

Application Process:

Interested candidates must send the following documents in their applications to Kakaya@cipe.org:

- A financial offer/proposal specifying the total sum of the consultancy.
- Personal Resume highlighting past experiences in similar projects.
- Samples of previously completed projects.