- *Wad3éyati* -

Gender Equality in the Workplace
in the
Kingdom of MOROCCO

Implemented by:
Management Systems International

Evaluator:
Nahla Hassan

Sistemas, Familia y Sociedad
Consultores Asociados
SFS

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ACRONYMS

AFEM	*Association des Femmes Chefs d'Entreprises du Maroc /* Association of Women Entrepreneurs of Morocco
CGEM	*Confédération Générale des Entreprises du Maroc /* the Moroccan Confederation of Businesses
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
FMCS	Federal Mediation and Conciliation Service
GIZ	German Society for International Cooperation
HQ	Headquarters
HR	Human Resources
ISO	International Organization for Standardization
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MOL	*Ministere Du Travail ee de L'Insertion Professionnelle /* Ministry of Labor and Occupational Integration
MSI	Management Systems International
NGO	Nongovernmental Organization
OTLA	USDOL Office of Trade and Labor Affairs
PD	Project Director
PMP	Project Monitoring Plan
RSE	*Responsabilite Social des Entreprise /* Corporate Social Responsibility
SME	Small and Medium Enterprise
SFS	*Sistemas, Familias y Sociedad*
ToC	Theory of Change
TOR	Terms of Reference
TPR	Technical Progress Report
USDOL	United States Department of Labor

EXECUTIVE SUMMARY

Project Description

Wad3éyati: Gender Equality in the Workplace in the Kingdom of Morocco is a project implemented by Management Systems International (MSI) and funded by the United States Department of Labor's (USDOL) Office of Trade and Labor Affairs (OTLA). *Wad3éyati* project has established two immediate objectives: one focusing on the enterprise level, and the second on improving access to employment at the community level.

Immediate Objective 1: Supported firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms and increased use of mediation;

Immediate Objective 2: Women's economic participation is facilitated by an improved infrastructure in selected communities.

The project has an overall budget of US$ 998,384. It began on December 31, 2013 and was expected to continue until December 30, 2016. A project revision was submitted in May 2017 which increased the budget by US$ 249,596 and extended the period of performance until March 2018. It also added the following activities:

- Creation of a website to host the contents of a gender equality Toolbox;

- Mainstream the website by building the capacity of the *Confédération Générale des Entreprises du Maroc* (CGEM), the project's main national partner, to maintain the website and update content in order to allow for continued availability beyond the end of the project; and

- Train at least 50 additional stakeholders on the gender equality Toolbox, including corporate social responsibility stakeholders, business/professional associations, individual companies, worker organizations, *Ministere Du Travail ee de L'Insertion Professionnelle* (MOL), and business students.

Evaluation Scope and Methodology

The final evaluation assessed the project's implementation since its inception through the end of October 2017 (3 years and 10 months) and focused on its relevance, effectiveness, efficiency, impact and sustainability. The evaluation fieldwork was qualitative and participatory in nature. Qualitative information was obtained through field visits, interviews and focus groups as appropriate. Quantitative data was drawn from project documents including status reports, Technical Progress Reports (TPRs), Data Tracking Tables and other reports.

Relevance and Strategic Fit

The project is directly relevant and fits strategically with the priorities of the Government of the Kingdom of Morocco. During this final evaluation, meetings with representatives from the MOL indicated their satisfaction and holistic support for the project. MOL chairs the project's Steering Committee and has convened meetings regularly and consistently. Support from MOL was important because USDOL would not have been able to work without MOL permission. In addition, the MOL's support ensured sustainability and the institutionalization of new practices within law enforcement mechanisms.

According to CGEM officials interviewed during the final evaluation, the project was well suited for the objectives of the association. It was explained that as the CGEM started to review the applications of enterprises for corporate social responsibility (CSR) certification, the need for the project and its value added became apparent. It became obvious during the process that many companies lack necessary skills, systems and willingness to integrate gender equality in the workplace. Accordingly, *Wad3éyati* was considered an opportunity to support CGEM firms to improve their systems and procedures for hiring, training and retention, which would help them to attain their CSR certification.

During the second half of the project, since October 2015, *Wad3éyati* has worked well with the MOL. The support provided by MOL has allowed the project to expand its network and engage with other international nongovernmental organizations (NGOs) and donors in promoting gender equity. The project's support was provided in the form of technical advice as well as serving on the advisory committee/selection committee of the MOL Trophy for Gender Equality in the Workplace. According to the Ministry, the initiation of the Trophy was a direct result of collaboration with the *Wad3éyati* and with other international organizations working on gender equality such as the German Society for International Cooperation (GIZ).

Validity of Project Design

Considering the results achieved to date, it is safe to conclude that the project objectives were realistic. However, the targets, budget allocation, and timing could have been improved. The budget allocated to staffing was not sufficient, making it unrealistic for the project to progress evenly on Objectives 1 and 2 simultaneously. In addition, Objective 1's focus on working with enterprises required both staff with solid expertise as well as time to ensure that the changes in the culture of the enterprises was accepted at all levels. The evaluation had a chance to examine a similar project implemented by GIZ, and the comparison showed that the level of time and investment required to bring real change is higher than what was originally envisaged by the project. Other challenges explained by the project included lack of availability of trained/experienced national consultants and low motivation of companies.

Project Progress and Effectiveness

The project has made substantial progress on Objective 1, which focused on conducting gender audits of enterprises. The project has met or exceeded its revised targets (after midterm the target was reduced from 50 enterprises to 15). The project recruited 17 companies, nine of which possess the CGEM-awarded CSR certificate, while the rest were not CSR certified. The project noted that CGEM helped in recruiting some of these companies but not all of them. Five of the 17 companies have already begun developing/implementing action plans to implement the recommendations of their gender audits. The project faced some challenges working with the enterprises themselves. As noted by the Project Director (PD) it is difficult for enterprises to move from almost no awareness whatsoever about the value of gender equality and diversity, to implementing an audit and an action plan.

Much of the work on Objective 2, which focused on the community level, was conducted during the first two years of the project (up to October 2015). The project selected the industrial zone of Sidi Bernoussi in Casablanca for conducting a community assessment, and recommendations have been shared with local actors. Based on the recommendations of this survey, *Wad3éyati* tried to finalize partnerships with local actors to implement priority actions. However, the project was not successful in encouraging the local partnerships because the project put insufficient attention toward its second component and there was an apparent loss of interest on the part of the local partners. Priority recommendations involved awareness-raising about women's labor rights, opening a day care to support women workers, conducting trainings to enhance women's job placement, and providing transportation and safety improvements.

The project was anchored in CSR and focused on promoting gender as an important component of CSR. The project's Theory of Change (ToC) was that supporting CGEM enterprises to improve their systems in preparation for CSR certification would then lead to improved gender equality in the workplace. The experience of the project indicates that while this is a good strategy, the ToC could be improved to yield better results. Anchoring gender in CSR makes it at times appear that this is an "extra" issue and not a core business issue. "Gender Diversity is Good for Business" would be a stronger message to convince enterprises to improve diversity in the work place.

The quality of the gender audit reports and the support provided by the project to the companies through the Project Director was well appreciated and recognized by the participating enterprises. The personal ties established between the project and the enterprises have supported the continuation of activities and the commitment of the enterprises, increasing the effectiveness of the project.

The engagement of the project with national stakeholders, in particular the MOL and the support provided to the development of the Trophy for Gender Equality, was also an important manner in which the project relevance and effectiveness was increased. The project support to MOL has helped the latter improve the procedures for the application and award of the Trophy, thus increasing the credibility of the award.

Efficiency of Resource Use

The efficiency of the project's use of resources is difficult to determine. The evaluator did not have access to the project's detailed expenditures although this was requested from project management in Morocco as well as the donor.[1] Access was only granted to the project's revised budgets. The project received a no-cost extension in June 2016; however, no additional full-time staff persons were hired by the project as was recommended by the mid-term evaluation, which resulted in reduced effectiveness as well as efficiency.

The format of the budget is confusing, and it is not clear what are considered staff costs and what are considered technical costs. For example, under output 1.1 the budget lines include meeting costs, travel costs, communications, technical assistance, communications, logistical support and travel costs. It is not clear why there are two budget lines both for travel costs and for communications. It is also not clear what technical assistance means, as the budget clearly states that the activities will be performed by staff whose remuneration is indicated in the budget.

Effectiveness of Management Arrangements

The project is managed by a Project Director with some support from the MSI Country Director who also serves as the technical backstop for MSI. The project has limited contact with MSI headquarters (at least at the level of the Project Director). The PD implemented all the project activities, which resulted in delayed implementation. When the PD was on maternity leave, an Interim Director was appointed but the activities then focused only on Objective 2, with no concrete results or apparent advancement towards the objective. It is not clear why the project decided to continue only with a Project Director and the support of some consultants (some of which were deemed not well-qualified). However, it is evident that the lack of technical support and oversight from MSI headquarters has affected the project's outcomes.

The project is tracked through a detailed Project Monitoring Plan (PMP) and a corresponding monitoring system. At the beginning of the project, *Wad3éyati* selected 31 indicators to track project performance (seventeen for Objective 1, six for Objective 2 and eight for the project overall goal). The interim evaluation concluded that the PMP design was large and complicated for a project of this size. Hence several indicators were revised to better reflect the work of the project. This enabled the project to better focus its activities and provide more detailed overview of activities.

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[1] USDOL explained they do not have access to the detailed expenditures themselves.

Sustainability and Orientation towards Impact

The project has a sound working relationship with national and international partners and received support from the Moroccan government and stakeholders. *Wad3éyati* project has partnered with a number of stakeholders for the implementation of project activities.

Some of the initiatives developed by the enterprises following the gender audits indicated their satisfaction with the process and demonstrated clear impact of the project activities. For example, after the analysis was completed for a leading paint manufacturer in Morocco, they wanted to share something about the project and the results of the analysis with all the company employees. They developed a brochure which features some of the analysis results as well as some cartoons related to gender equality. The brochure went out to their 300+ employees and the project conducted a training with all of their managers.

Other companies have successfully introduced changes in their systems, with adequate support and guidance from their headquarters. For example, an insurance company introduced a paternity leave of 4 weeks and increased the paid maternity leave for its employees. According to the company project coordinator, these changes were required by their headquarters (HQ) in France. However, having been engaged with the project for three years made it easier for the company office in Morocco to accept and implement the required changes. The company has three different subsidiaries in Morocco and the one engaged with the project had the smoothest time implementing the changes because the culture was receptive.

Wad3éyati sustainability is based partly on partnerships with relevant stakeholders, including ministries, business associations and other organizations, to strengthen their capacity in areas such as analysis and awareness-raising. Feedback from stakeholders indicated that many have adopted approaches introduced by the project and have attempted to contextualize them to other diversity issues, such as the integration of people with disabilities into the workplace. As reported by one enterprise, instead of identifying a person with a disability for a position, they create positions that can be fulfilled by people with disability and others.

Ensuring the sustainability of the project is dependent on: ensuring a smooth transition of the Toolbox and website; addressing issues pertaining to confidentiality of information on an open-source site; and providing training to relevant stakeholders. These activities require the presence of an Interim Project Director who understands the project and is capable of bringing the project to a fruitful closure.[2]

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[2] Current Project Director is due to go on maternity leave mid-December 2017 and the project concludes at the end of March 2018.

Conclusions

Wad3éyati: Gender Equality in the Workplace Project is a timely and needed project in the Kingdom of Morocco. The project supports the work of various key stakeholders in the country, such as MOL and CGEM as well as private firms (both national and multinational). The final evaluation has found that the project has also worked with a number of non-CSR certified firms which indicates the value of gender equality in the workplace to the various enterprises in The Kingdom of Morocco.

The project's focus on building scalable models that can be replicated elsewhere in Morocco and in similar contexts through the development of the online platform (website and automated gender-audit tool) was positively perceived by all stakeholders. This feature (which was added with the latest extension) will allow the project's activities to be continued after the life of the project without necessarily requiring access to funding. The remaining duration of the project should focus on building the capacities of local actors and key stakeholders to ensure that each is aware of its role and has the necessary capacity to continue to perform it.

The engagement of national stakeholders, government and CGEM will have a strong impact on the sustainability of the interventions. The introduction of the Trophy for Gender Equality by the MOL is a positive sign that this is a priority for the government. It was also suggested that the Toolbox, which is under construction by the project, could serve as an objective tool to assess the various companies' applications for the Trophy. For their part, the CGEM is keen and interested in supporting the launch and maintenance of the Toolbox. Gender audits complement the existing CSR audits conducted by the CGEM. While this is a strong measure for sustainability, the promotion of gender equality requires a stronger focus on the value of diversity for improving business outcomes.

Lessons Learned and Good Practices

- Engaging national partners, such as the Ministry and Employers' Association, leads to national ownership of project activities and ensures the continuity of key interventions well after the end of the project.

- Building synergies and coordination with like-minded projects enables participating companies to capitalize on the resources available in the country to make progress on gender equality in the workplace.

- Selection of objectives, targets and indicators needs to be realistic and should be supported with adequate staffing to increase impact and results.

Recommendations for Future Projects

- Ensure the development of a communication plan early in the process in order to help keep the discussion related to gender equality part of the national discourse. This would help to:

keep the issue and the project in the news, give participating companies and partners some good media/publicity, highlight the good practices of Moroccan companies, gather ongoing video testimonials of participants to put online, create elements to link the participating companies, communicate results of the project, share information about gender equality in the workplace, and host periodic events.

- Allocate resources to all project components.

- Approval of the Donor for key staff (including the monitoring and evaluation [M&E] function) should be part of the initial agreement with grantees. The number of staff, as well as their functions, should be clearly spelled out early on in the process in order to ensure effectiveness.

I. PROJECT DESCRIPTION

Wad3éyati: Gender Equality in the Workplace in the Kingdom of Morocco is a project implemented by Management Systems International (MSI) and funded by the United States Department of Labor's (USDOL) Office of Trade and Labor Affairs (OTLA). The project began on December 31, 2013 and was supposed to be completed by December 30, 2016, with an overall budget of US$ 998,384. The project has since received a no-cost extension until June 2017. This was followed by a second extension until March 2018 which increased the budget by US$ 249,596.

The *Wad3éyati* project's overall goal was to support "increased gender equality at work in Morocco with respect to hiring, promotions and training in target firms and target communities." The project also aimed to improve the conditions for access and retention of women in the workplace.

Wad3éyati's strategy for increasing gender equality at work in Morocco focused on two core areas:

1. Improving gender equality inside firms with respect to hiring, promotions and training, through:

   - Enhanced gender equality in the work environment of supported firms, including the adoption/implementation of gender equality norms and increased use of mediation; and

   - Expansion of practices in additional firms and business associations.

Wad3éyati focused on the central role that firms must play in implementing legislative and Constitutional gains and in making gender equality at work a reality. The rigorous certification program for corporate social responsibility (CSR) supported by the project incorporated internationally recognized International Organization for Standardization (ISO) 26000 precepts for enhancing firm quality and competitiveness, while also focusing on corporate social responsibility issues of particular concern in Morocco.

A transparent organizational rating system and process related to gender equality that builds on the Human Resources analytics work was administered to firms joining the project. Firms actively participated both at the baseline stage and in assessing improvements over time. Based on the assessments' recommendations, *Wad3éyati* also worked with firms to produce gender-friendly action plans with specific focus on the areas in which firms would most like to improve their gender equity status. In addition, *Wad3éyati* worked with supported firms that were interested in introducing or making greater use of mediation to resolve workplace issues, workplace disputes (ranging from formal labor management disputes to complaints about sexual harassment from an individual employee), equal treatment for women with regard to training that the firm provides, hiring practices and promotions.

2. Addressing issues regarding community infrastructure and services to improve women's access to employment and retention in the workplace in target communities, through:

- Improved infrastructure and/or greater access to work-related services in selected communities; and

- Increased awareness on labor rights of supported women.

According to the revised project document (March 2015), the intended beneficiaries of *Wad3éyati* were the working women of Morocco. Four million strong, these women increasingly live in cities and work, or are seeking decent work, in manufacturing, industrial and service enterprises. As MSI's analysis of women in Morocco's labor market shows, they work in all types of industries and represent the majority of employees in certain manufacturing sub-sectors. Gender differential patterns with respect to hiring, training, promotions, and wages exist across this spectrum.

The direct beneficiaries of the project included:

- Women workers and women in search of employment within the selected communities, with a focus on semi-skilled or unskilled women workers and young women.

- Targeted civil society organizations (CSOs) in selected communities that are providing vocational trainings and job placement for women.

- Member firms of the *Confédération Générale des Entreprises du Maroc* (CGEM): up to 50 firms certified in CSR would receive assistance in moving towards greater gender equality and socially responsible business practices.

- Some member firms of the *Association des Femmes Chefs d'Entreprises du Maroc* (AFEM) in order to extend the assistance to Small and Medium Enterprises (SMEs).

- Women working within participating firms, at all personnel levels:
  - Management, which involves supervision of a unit or equivalent responsibilities,
  - Professional/technical non-manager, and
  - Semi-skilled or unskilled women workers.

Participating business associations:

- CGEM: The Moroccan Confederation of Businesses, a pioneer in social responsibility and gender equality certification in Morocco's business community.

- AFEM: The Morocco Association of Women Business Leaders.

The indirect beneficiaries were:

- Labor inspectors responsible for verifying and enforcing compliance with the Labor Code in firms with more than 10 employees.

- Employees of supported firms that will benefit from trainings and improvements of working conditions resulting from the implementation of gender actions plans inside supported firms.

According to the project document, unions and ministries, even if they are involved in the framework of the project, were not considered part of *Wad3éyati*'s target group at the beginning of the project. Baseline data regarding working conditions captured by the project was intended to provide inputs to enhance their strategies. The *Ministere Du Travail ee de L'Insertion Professionnelle* (MOL) recently expressed its interest in using some of the project's best practices.

The project revision, submitted in May 2017, added the following activities:

- Creation of a website to host the contents of a gender equality Toolbox;

- Mainstream the website by building the capacity of CGEM, the project's main national partner, to maintain the website and update content to allow for continued availability beyond the end of the project;

- Train at least 50 additional stakeholders in the gender equality Toolbox, including CSR stakeholders, business/professional associations, individual companies, worker organizations, MOL, and business students;

- Institutionalize the project's efforts within the public sector by integrating the new gender equality indicators into labor inspection forms, inspection guide, and in the annual gender equality prize awarded by MOL;

- Continue engagement with pilot companies; and

- Assist Sidi Bernoussi stakeholders in finding new partners.

II. EVALUATION PURPOSE, SCOPE AND METHODOLOGY

The Final Evaluation assessed and evaluated the project's implementation since its inception until the end of October 2017 (3 years and 10 months). The evaluation focused on the areas of project relevance, effectiveness, efficiency, impact and sustainability. Specifically, the evaluator:

A. Determined whether the project's Theory of Change (ToC), as stated in the project's performance monitoring plan (PMP), was appropriately formulated and whether there were any external factors that affected project outcomes in a positive and/or challenging way;

B. Assessed the relevance and effectiveness of all project interventions, including its effects on the lives of beneficiaries and on the institutional/policy environment in Morocco;

C. Assessed the efficiency of project interventions and use of resources;

D. Documented lessons learned, good or promising practices, and models of intervention that serve to inform future gender equality projects and policies in Morocco and in other implementation countries in the region; and

E. Assessed the sustainability of the interventions implemented by the project.

The scope of the final evaluation included a review and assessment of all activities carried out under the USDOL Cooperative Agreement with MSI. All activities that have been implemented from project launch through the time of evaluation fieldwork were considered. The evaluation assessed the positive and negative changes produced by the project – intended and unintended, direct and indirect, as well as any changes in the social and economic environment in the country – as reported by respondents.

2.1 Evaluation Approach

Performance was assessed in terms of six criteria: relevance and strategic fit; validity of project design; project progress and effectiveness; efficiency of resource use; impact orientation and sustainability of the project; and effectiveness of management arrangements. Specific questions to be answered by the evaluation were included in the evaluation Terms of Reference (TOR). The evaluation fieldwork was qualitative and participatory in nature. Qualitative information was obtained through field visits, interviews and focus groups as appropriate. Quantitative data was drawn from project documents including status reports, Technical Progress Reports (TPRs), Data Tracking Tables and other reports to the extent that they were available. Annex 1 of this report includes a table showing an overview of the project progress by listing indicators, targets and achievements to date.

The following principles were applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives were triangulated to the greatest extent possible.

2. Gender and cultural sensitivity were integrated in the evaluation approach.

3. Although a consistent approach was followed in each project site to ensure grounds for a good qualitative analysis, the evaluation incorporated a degree of flexibility to maintain a sense of ownership among the stakeholders. Additional questions were posed that are not included in the TOR, while ensuring that key information requirements were met.

2.2   Final Evaluation Team

Ms. Nahla Hassan served as the international consultant for this evaluation. Some of the evaluation meetings were attended by the Project Director (PD). The PD was not involved in the evaluation process and her presence during some meetings ensured that stakeholders felt confident speaking about their perceptions of the project. In the majority of meetings, however, it was deemed best for the evaluator to conduct the meetings without the PD's presence.

The international evaluator was responsible for developing the methodology in consultation with *Sistemas, Familias y Sociedad* (SFS), USDOL, and the project staff; directly conducting interviews and facilitating other data collection processes; analyzing the evaluation material gathered; presenting feedback on the initial findings of the evaluation during the national stakeholder meeting; and preparing the evaluation report.

2.3   Evaluation Process and Methodology

The evaluation was carried out through a desk review of project documents and field visits in Morocco (15 – 31 October 2017) for consultations with relevant project staff, government officials, beneficiaries, the US Embassy and other key stakeholders. The evaluation drew on six methods: (1) review of documents, (2) review of operating and financial data when available, (3) interviews with key informants, (4) field visits, (5) meetings with stakeholders, and (6) post-fieldwork conference calls.   The following were the main evaluation data collection methods:

1. Document Review

The evaluator reviewed the following documents before conducting her mission to the field:

- Cooperative Agreement and Project Document;

- Status reports and Technical Progress Reports to USDOL;

- Work plans;

- Reports from activities;

- Logical Frameworks and PMP;

- Requests for extension; and

- Other project files and reports as available.

2. Evaluation Matrix

Before beginning fieldwork, the evaluator developed an evaluation matrix, which outlined the source of data from where the evaluator planned to collect information for each TOR question. This helped the evaluator make decisions as to how she allocated her time in the field. It also helped her to ensure that she explored all possible avenues for data triangulation and to clearly note where the evaluation findings came from. The question matrix was forwarded by the evaluator to SFS before start of field work. (Question Matrix is available in Annex 3)

3. Interviews with Stakeholders

Interviews were held with as many project stakeholders as possible. Technically, stakeholders were all those who have an interest in a project; for example, implementers, direct and indirect beneficiaries, employers' and workers' organization representatives, community leaders, donors and government officials. For the *Wad3éyati* project, this included but was not limited to the following groups:

- Business partners

- Community partners

  - L'*Heure Joyeuse*

  - General Confederation of Moroccan Firms

  - Project participants themselves (the women/men)

- Government partners

  - *Ministère de l'Emploi et des Affaires Sociales*

  - US Consulate

- International Organizations

  - GIZ

  - International CSOs working on women's issues

Depending on the circumstances, these meetings were one-on-one or group interviews. The exact itinerary was determined based on scheduling and availability of interviewees. Meetings were scheduled in advance of the field visit by the project staff, in accordance with the evaluator's requests and consistent with the TOR.

4. Field Visits

The evaluator visited a selection of project sites and the final selection of field sites to be visited was made by the evaluator. Every effort was made to include some sites where the project experienced successes and others that encountered challenges. During the visits, the evaluator observed the activities and outputs developed by the project. The scope of the evaluation specified two weeks of fieldwork, which was only enough time to travel to Morocco to interview the project team, key stakeholders and a sample of direct and indirect beneficiaries in each of the target regions. Every effort was made to include a diverse set of site visits in both Casablanca and Rabat.

Project documents indicated that the project was working in the industrial area of Sidi Bernoussi. However, the project's Objective 2 did not work with enterprises in the Sidi Bernoussi area because no factory in that area was interested in the project, as will be discussed later in this report. Hence, some meetings took place in Sidi Bernoussi with one CSO that was working there, while the enterprises involved in the project were visited in their office in Casablanca or Rabat.

5. Post-Field Meeting

Upon completion of her mission, the evaluator provided a debriefing by phone to USDOL on the preliminary findings, as well as the evaluation process.

2.4   Ethical Considerations and Confidentiality

The evaluation mission observed utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders and communities, the implementing partner staff was generally not present during interviews.

2.5   Stakeholder Meeting

The stakeholder workshop took place on October 30, 2017. This meeting was conducted by the evaluator to provide feedback on initial evaluation results. It brought together a wide range of stakeholders, including the implementing partners and other interested parties. The agenda of the meeting was determined by the evaluator and decided jointly with the senior project staff during the first week of the evaluation. The list of participants to be invited was drafted prior to the evaluator's visit and confirmed in consultation with project staff during fieldwork. The stakeholder workshop was used to present the major preliminary findings and emerging issues, solicit recommendations, and obtain clarification or additional information from stakeholders, including those not interviewed earlier.

2.6   Limitations

Findings for the evaluation were based on information collected from background documents and in interviews with stakeholders, project staff, and beneficiaries. The accuracy of the evaluation findings is determined by the integrity of information provided to the evaluator from these sources and the ability of the latter to triangulate this information.

Furthermore, the ability of the evaluator to determine efficiency was limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data, which is not available. Furthermore, the evaluator did not have access to all of the project's financial records.

III. MAIN FINDINGS

3.1   Relevance and Strategic Fit

The *Wad3éyati* project's overall goal was to support "increased gender equality at work in Morocco with respect to hiring, promotions and training in target firms and target communities." The project also aimed to improve the conditions for access and retention of women in the workplace. The project started operating effectively in January 2014 and was designed in close collaboration with the *Confédération Générale des Entreprises du Maroc* (CGEM) – the leading employers' association in the Kingdom of Morocco. The project objectives and interventions were consistent with the needs, requirements and priorities of CGEM. The association provides certification in *Responsabilite Social des Entreprise* (RSE), also called Corporate Social Responsibility (CSR), to member enterprises.

According to CGEM officials interviewed during the course of the final evaluation, the project was well suited for the objectives of the association. It was explained that the need for the project and its value added became apparent as the CGEM started to review the applications of enterprises to be CSR certified. It became obvious during the process that many companies lacked necessary skills, systems and willingness to integrate gender equality in the workplace. Accordingly, *Wad3éyati* was seen as an opportunity to support CGEM firms in improving their systems and procedures for hiring, training and retention which would them help them attain their CSR certification.

The interim evaluation concluded that the project was working with both CSR certified and uncertified companies: "The evaluator is of the opinion that it really does not matter as long as there is clarity and agreement between grantee and donor. The project took into consideration the needs of the enterprises through the lens of the CGEM." The project continued to work with both RSE and non-RSE enterprises. This has increased the relevance of the project as it aimed to develop an inclusive approach and allow all interested enterprises to engage in improving gender equality at the workplace.

The project was directly relevant and fit strategically with the priorities of the Government of the Kingdom of Morocco.[3] During the final evaluation, meetings with representatives from MOL

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[3] Gender equality is at the top list of the priorities of the government, which has already initiated the following steps: The family code was revised to expand the rights of women in marriage, guardianship, child custody, and access to divorce in 2004; A constitutional guarantee for equality was enacted in 2011; Maternity leave of 14 weeks at full salary was introduced in 2004; The first and most advanced gender budgeting initiative in the Middle East and Central Asia region was launched in Morocco in 2002. Gender budgeting uses fiscal policies and administration, at the national, state, or local level, to address gender inequality and women's advancement.

indicated their satisfaction and holistic support for the project. MOL chairs the project's steering committee and has convened meetings of the committee regularly and consistently. During discussions with the Ministry during this evaluation, the Ministry explained that the project was well suited to the Moroccan context and that the Ministry encourages self-audit and improvement. It was noted that the Ministry employs 350 inspectors across the Kingdom and is keen on improving the working conditions within enterprises. The Ministry believes that many enterprises are interested in improving the situation within their companies but lack the necessary tools to do so. Hence, *Wad3éyati* fits well with the priorities and objectives of the MOL.

In addition to the work conducted with the enterprises, the Ministry also believed that the work carried out by the project in Sidi Bernoussi was relevant to the overall objectives of the MOL. Representatives from the Ministry explained that many women from lower socioeconomic standings (such as those working in the industrial zone of Sidi Bernoussi) do not have adequate knowledge of their rights. The Ministry complemented the project on the research conducted in the industrial zone and explained that the model introduced by the project of bringing all relevant stakeholders around the same table can be replicated in other industrial zones. MOL explained that it would need support though different donors to be able to do that.

Since its inception, the project worked with CGEM and CGEM-certified enterprises. A steering committee was proposed by the donor as an attempt to engage the Ministry and unions during the first trip to Morocco to validate the project design with stakeholders. The support of MOL was important because USDOL would not have been permitted to work without MOL permission. In addition, MOL support ensured the sustainability and institutionalization of new practices within law enforcement mechanisms. Meetings of the steering committee did not take place immediately. However, starting October 2015, the project has worked with both the Ministry and CGEM. The support provided by MOL has allowed the project to expand its network and engage with other international nongovernmental organizations (NGOs) and donors in promoting gender equity. The needs of the two key stakeholders have not changed since the inception of the project; rather the needs have been better formulated. According to the Ministry, there is a clear need to support the labor inspectors with simplified tools and training in order to enable them to improve their performance and gain insights on the usefulness of gender equality in the workplace. The Ministry also expressed the need to support and build the capacity of Civil Society Organizations (CSOs) that are action-oriented and possess knowledge regarding equality in the workplace.

During the second half of the project, since October 2015, *Wad3éyati* has worked well with the MOL. Support was provided in the form of technical advice and serving as part of the advisory/selection committee for the MOL Trophy for Gender Equality in the Workplace. According to the Ministry, the initiation of the Trophy was a direct result of collaboration with *Wad3éyati* and with other international organizations working on gender equality such as the German Society for International Cooperation (GIZ). It is too early to determine in a concrete manner what outcomes stemmed from the Prize but it certainly indicated the commitment of the government to supporting

gender equality in the workplace. The increasing number of companies applying for the Prize also indicated an interest in gender equality on the part of the firms themselves.

The project has responded well to the changes in the operating environment in Morocco. This is particularly the case regarding their increased collaboration and coordination with government partners and expanded cooperation with other relevant stakeholders such as GIZ, the American Chamber of Commerce and the Association for Human Resources Practitioners. The project supported the creation of informal networking spaces amongst people working in human resources, which increased the relevance of the project as it helped keep the conversation regarding gender equality in the workplace ongoing amongst interested individuals in the different companies working with the project and beyond. It is not evident to the evaluation whether these are likely to continue after the life of the project.

3.2   Validity of the Project Design

Wad3éyati project has two immediate objectives: one focusing on the enterprise level and the second on improving access to employment at the community level, as follows.

Immediate Objective 1: Supported firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms and increased use of mediation.

Immediate Objective 2: Women's economic participation is facilitated by an improved infrastructure in selected communities.

Each immediate objective had clear expected results (outputs) as well as corresponding indicators to ensure ease of follow-up and monitoring of performance. The design of each objective was logical and coherent, and each objective had a clear set of expected outcomes, targets and a timeline. However, no clearly established linkages existed between its two objectives. Although the project's overall goal stated that the project aims to increase gender equality at work in Morocco with respect to hiring, promotions and training in target firms and target communities, no linkages between the two objectives were established. This is considered one of the key internal challenges encountered by the project.

The second internal challenge (which will be discussed more in detail elsewhere in this report) was human resource management. The project staffing consisted only of one Project Director. Other staffing resources were in the form of three consultants who worked part-time during the life of the project. This has reduced consistency and regular follow-up on the various components of the project.

Project progress has been uneven, which will also be discussed in detail elsewhere in the report. Up to October 2015, the project had progressed on the delivery of Objective 2 and was deemed slow in progress regarding Objective 1. During this final evaluation it was concluded that the situation has

been reversed, with progress stagnating on Objective 2 and firmly on track for Objective 1 (with some indicators surpassing the revised targets). This can be explained by the absence of coherence and little efforts conducted between the two objectives. Moreover, at no point during the life of the project was staffing adequate to ensure that delivery progressed evenly on both objectives at the same time. The reason for the uneven progress during the two stages of the project could be attributed to the change in project management. The first Project Director focused more on the community component (Objective 2) whereas the second Project Director focused more on Objective 1.

Considering the results achieved to date, it is safe to conclude that the project objectives were realistic. However, the targets, budget allocation, and timing could have been improved. In addition, focusing on working with enterprises under Objective 1 required both staff with solid expertise as well as time to ensure that the changes in the culture of the enterprise was accepted at all levels. The evaluation had a chance to examine a similar project implemented by GIZ, where it was noted that the GIZ project started in 2014 and has successfully recruited nine companies for which a holistic diagnostic was conducted. The GIZ project employed a team of three in addition to a manager who was only responsible for working with the enterprises. In addition, the GIZ project supported companies financially with about US$ 40,000 to implement their action plans. According to GIZ officials interviewed, the cost of conducting one diagnostic and action plan (excluding staff time) could reach approximately US$ 59,000. It is evident that the level of time and investment required to bring real change is higher than originally envisaged. Other challenges can be explained by the project's lack of available trained/experienced national consultants and low motivation of companies.

The project maintained that one of the strongest enabling factors was the complete support of the MOL and their understanding and constant follow-up. In parallel, the project also enjoyed the support of the American Consulate. The Consulate helped organize a meeting with the members of the American Chamber of Commerce which enabled the project to recruit seven new enterprises. Last but not least, the project benefited from the flexibility of USDOL in relation to changes in the project's PMP and their ability to understand the challenges encountered by the project. The evaluation concludes that the support from the American Consulate and the effective working relationship with USDOL has enabled the project to move forward.

3.3   Project Progress and Effectiveness

3.3.1. Progress toward Expected Results

According to the October 2017 Technical Progress Report (TPR), overall the project has made substantial progress on Objective 1 and an overall progress on Objective 2.

The below table was drawn from the TPR and indicates the project's achievements to date. [4]

Table 1. Progress toward Expected Results

Expected Result	Rating	Explanation of Rating
Output 1.1: Gender sensitive action implemented in supported firms.	Experienced manageable problems	17 audits are in process to date but only 5 companies have advanced to the action plan stage so far.
Output 1.2: Mechanisms for problem solving and to solve conflict between management and workers enhanced in supported firms.	Unable to Rate	Mediation training to be implemented in partnership with the Federal Mediation and Conciliation Service (FMCS) has been cancelled due to their budget cuts. They are now coming, and the project will help with their visit focused on labor inspectors, but no intervention is planned to target supported firms.
Output 1.3: Tool box on Awareness on Gender equality and Benefits to Firms and Workers Expanded.	Achieving/achieved expected result	Drafting and translation are 99% complete and the website design process should be underway soon.
Output 2.1: Local actors formally adopt the assessment recommendations.	Achieving/achieved expected result	Need one more agreement signed, but the partnership is already in place to say that the output has been achieved.
Output 2.2: Local actors collaborate to implement priority recommendations.	Achieving/achieved expected result	Formalization of partnerships ongoing
Output 2.3: Young women who have received training enter the workforce.	Experienced manageable problems	Placement is up and down; several of the girls are in other training programs; one girl moved to Turkey (at one point 6 out of 12 trained were employed)
Output 2.4: Awareness on labor rights improve working conditions of supported women.	Experienced other Problems	Fell behind on this goal due to a lack of staff to move it forward

The project has made substantial progress on Objective 1 which focused on conducting gender audits of enterprises. The project recruited seventeen companies; nine of which possessed the CGEM-awarded CSR certificate while the rest were not CSR certified. The project noted that CGEM helped in recruiting some of these companies but not all of them. Five of the seventeen companies

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[4] The ratings provided in the table are those formulated by the project. The evaluation agrees with the rating of Outputs 1.1, 1.2 and 1.3. However, regarding Outputs 2 the evaluation reached different conclusions which are discussed in the body of the report.

have already begun developing/implementing action plans to implement the recommendations of the gender audits. The project has met or exceeded its revised targets (after midterm the target was reduced from 50 enterprises to 15). In addition to the previously discussed challenges, the project faced some challenges working with the enterprises themselves. As noted by the Project Director (PD), it was difficult for enterprises to move from almost no awareness whatsoever about the value of gender equality and diversity, to implementing an audit and an action plan. A rigorous and well executed advocacy and awareness campaign about the value of gender equality in promoting businesses and profit would help the work of similar projects in the future.

It was noted that several companies dropped out of the project along the way. This was due in some part to the fact that gender equality is seen by enterprises as an "extra," not a core business interest. There is a compelling business case for gender equality, but it is almost completely unknown to many companies in Morocco. Multinationals sometimes have incentives from their headquarters to improve gender equality (4 of 17 participating companies were multinationals). Encouraging companies to implement better systems in relation to gender equality is certainly an enabling factor. The PD noted that a similar project run by Handicap International focused almost exclusively on multinationals for their first intervention and they planned to move to national companies once they had some semi-local experiences to share. This would have been a more effective approach and could have aided the project to reach a larger number of companies.

Seventeen companies signed agreements to participate in the *Wad3éyati* project, but the project encountered company drop-off/attrition during the process:

- 2 companies have dropped out completely before their analysis was complete:
    - One as a result of a financial crisis, and they never rejoined the project despite repeated outreach and several conversations.
    - One company signed but never started the project because they couldn't get all of their top management team on board.

- 2 companies dropped off after they received their reports:
    - One stopped in the middle of developing their action plan because the main contact's husband fell ill and the others weren't involved enough to carry it on.
    - The person who was supposed to be in charge of the action plan phase for another company never responded to outreach from MSI. The results of the report had been presented by the former PD.

All participating enterprises interviewed during the evaluation praised the project and expressed positive feedback regarding the quality of the gender audits and the support provided by the project to develop action plans and improve gender equality in the workplace in general. Some enterprises mentioned that their busy schedules and conflicting priorities made it hard at times to engage with the project consistently.

One of the important unforeseen results of the project was the possibility for female leaders in the companies to participate in US-embassy funded exchange programs/professional development opportunities, namely the International Visitor Leadership Program. This has been an important opportunity for two female leaders from companies engaged with the project to develop their skills and understanding of gender equality through study visits to the United States. A second unforeseen outcome has been the establishment of an informal business advisory group encompassing leading females working in engaged enterprises and other relevant stakeholders. The business advisory group, which was meeting once a month, served as a platform to discuss ideas and provide support to different companies during the process. One of the participants in the business advisory group explained that she developed some interesting ideas to be implemented by her company through listening to the examples and achievements of others in the group.

Much of the work on Objective 2 (focused the community level) was conducted during the first two years of the life of the project (up to October 2015). The project selected the industrial zone of Sidi Bernoussi in Casablanca for this objective. Community assessment was conducted in the industrial area of Sidi Bernoussi and recommendations have been shared with local actors. Based on the recommendations of this survey, *Wad3éyati* tried to finalize partnerships with local actors to implement priority actions. However, the project was not successful in encouraging the local actors to work in partnership due to insufficient attention provided by the project to its second component, as well as an apparent loss of interest on the part of local partners during the second half of the project. The project's first director focused more on component two, whereas the second Project Director's qualifications were better suited, and hence focused more, on component one.

Priority recommendations involved awareness-raising about women's labor rights, opening a day care to support women workers, conducting trainings to enhance women's job placement, and providing transportation and safety improvements. According to the project TPRs, *Wad3éyati* finalized partnerships with local actors as described below:

Table 2. Partnerships with Local Entities

Partner	Related Priority Recommendations	Status
Souktel	Awareness-raising on women's labor rights	A campaign was designed at the beginning of the project and implemented. The outcomes could not be measured at midterm. Since then the initiative was discontinued.
Social Action Division of Sidi Bernoussi	Awareness-raising on labor code requirements; Opening of a day care center to support women workers; Opened eating space	Celebration of Labor Day was held once at the beginning of the project. Day care design was developed by the project but financing for the daycare was never secured. The prefecture did some improvements in the eating areas following the recommendations.

Partner	Related Priority Recommendations	Status
Izdihar	Opening of a day care center to support women workers; Transportation improvements; Awareness raising on women's labor rights	Day care was never opened; no change in transportation arrangements.
L'Heure Joyeuse	Training on entry into the workforce for women	Completed, and 58% of those trained were placed in jobs.
Bébés du Maroc	Opening of a daycare center to support women workers	Daycare was never opened.
GIZ	Awareness-raising on women's labor rights	

Since October 2015, the project has also conducted a mapping of pro-bono services available to women from the Sidi Bernoussi area. The results of this mapping were sent by email to several actors. It was noted that the Social Action Division of Sidi Bernoussi has improved the eating spaces available in the industrial area, but no other concrete result was achieved.

The project worked with *L'Heure Joyeuse*, a CSO dedicated to reducing social and professional exclusion of young people in Casablanca, which was in charge of the trainings for young women. The trainings lasted 3 months and the young women interviewed for this evaluation and their families were thrilled with their personal development and skills development. Job placement reached 58% (7 out of 12 young woman were placed in jobs). It is worth pointing out that prior to the project, this NGO did not have a gender specific program.

Regarding Objective 2, although the project has successfully brought together various stakeholders to address some of the issues identified by the assessment in Sidi Bernoussi, it is difficult to assess actual results or outcomes from the activities conducted. Much of the project time during the first couple of years went towards the development of plans for establishing a pre-school for the women workers in Sidi Bernoussi in close collaboration with *L'Heure Joyeuse* (CSO) and *Izdihar* (area specific employers' organization). However, this was not accomplished.

3.3.2. Effectiveness of Implementation Strategies

The project was anchored in CSR and focused on promoting gender as an important component of CSR. The project's Theory of Change (ToC) included supporting CGEM enterprises to improve their systems in preparation for being certified for CSR, which would then lead to improved gender equality in the workplace. The experience of the project indicated that while this is a good strategy, the ToC could be improved to yield better results. Anchoring gender in CSR makes it at times appear that it is an "extra" issue and not a core business issue. "Gender Diversity is Good for

Business" would have been a stronger message that would convince enterprises to improve diversity in the work place.

Some of the recommendations from the interim evaluation were adopted and implemented by the project, such as the focus on gender as a way to improve the working conditions of both men and women, the revision of the PMP and the reduction in the necessary indicators. With support and flexibility of the donor, this enabled the project to effectively focus on the areas that were most relevant to monitoring the project progress and draw lessons learned when necessary.

The quality of the gender audit reports and the support provided to the companies by the project through the PD was well appreciated and recognized by the participating enterprises. The personal ties established between the project and the enterprises have supported the continuation of activities and the commitment of the enterprises, hence increasing the effectiveness of the project.

The engagement of the project with the national stakeholders, in particular the MOL and the support provided to the development of the Trophy for Gender Equality, was also an important manner in which the project relevance and effectiveness was increased. The project support to MOL has helped the latter improve the procedures for the application and award of the Trophy, thus increasing the credibility of the award.

It is evident that the project has resulted in positive outcomes for both men and women within the enterprises that were included in project interventions. Several men and women explained during meetings that gender equality helped the entire enterprise and not just the women. For example, the same methods used to promote gender equality were used by one company to integrate people with disabilities in different positions within the company. Discussions with the women and different stakeholders in Sidi Bernoussi demonstrated the importance of collectively addressing common problems in the industrial zone.

A number of factors have affected the effectiveness of the project. The first is the lack of attention to implementing some of the key recommendations of the interim evaluation, namely ensuring that adequate and competent staff were hired (at least 2 full-time staff members managed by a Project Director) to support the timely implementation of project activities; as well as reviewing the project objectives and planned activities to create the necessary linkages between the different components in order to increase the coherence and internal logic of project interventions. It is not evident why these were not considered by project management. As will be discussed in Section 3.5 of this report, the project's management model affected its effectiveness by making it difficult for the Project Director to plan activities, especially in the absence of a specialized community development officer to support Objective 2.

The two other factors affecting the effectiveness of the project were the absence of communication and training strategies to support the project. During the first years of the project, many attempts were made to ensure that a discussion on the value added of gender equality was part of the national agenda. This was done by speaking in conferences, organizing women's days in industrial

zones and maintaining contacts with various stakeholders. However, these efforts were not part of a communication strategy. They were done based on personal preference and waiting for opportunities. Many stakeholders during this evaluation indicated the importance of communication to change the mindsets and commitment of enterprises towards gender equality. This was perhaps a missing dimension of the project. A proactive communication and advocacy component would have helped shed more light on the value of gender equality as a sound business model. The communication strategy could have also included components for engaging with enterprises' headquarters to facilitate the change process at the subsidiary level.

The second strategy rather missing from the project was a stronger focus on building the national capacity on gender in the workplace. The remaining months of the project foresee some training activities to 50 stakeholders on the use of the Toolbox and its components. However, perhaps this is coming rather late in the process as the project will not be able to harness the outcomes of these trainings.

The delay in developing the Toolbox, the website and the necessary training risks reducing the effectiveness of these very important sustainability measures. It is worth pointing out that the PD will be on maternity leave during this time. As will be discussed elsewhere, human resource management during the coming months has great impact on the effectiveness and potential sustainability of the project and should be considered carefully.

3.4   Efficiency of Resource Use

The efficiency of the project's use of resources was difficult to determine. The evaluator did not have access to the project's detailed expenditure, although this was requested from project management in Morocco and the donor. Access was only granted to the project's revised budgets.[5] The Project Director does not have access to the budgets and this may limit her ability to totally assess expenditures. It is also worth noting that: (1) this is standard operating procedure for MSI, and (2) USDOL commissioned an independent audit of the project since the midterm that produced no findings and no cause for concern regarding financial oversight.

The project received a no-cost extension in June 2016; however, no additional full-time staff persons were hired by the project as was also recommended by the interim evaluation, which resulted in reduced effectiveness and efficiency.

The format of the budget is confusing, and it is not clear what are considered staff costs and what are considered technical costs. For example, under output 1.1 the budget lines include meeting

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[5] The donor representatives explained that they did not have access to these documents either.

costs, travel costs, communications, technical assistance, communications, logistical support and travel costs. It is not clear why there were two budget lines both for travel costs and for communications. It is also not clear what technical assistance means, if the budget clearly states that the activities will be performed by staff whose remuneration was indicated elsewhere in the budget.

According to the budget, funds were allocated to the development of a website for the Toolbox. The budget lines included website development, gender equality Toolbox development, translations, professional photos, materials and video development. During this evaluation it was noted by the evaluator that the images and pictures used on the website were internet generated and were not project pictures. There were also not yet any videos. It is not clear what these funds were/will be used for and when. It is also worth pointing out that the PD explained that there are not enough funds to coordinate the adequate development of the website. Seeing that close to US$ 250,000 were added to the original budget to ensure the development of the Toolbox and website, it is important to understand how much was spent and under which budget lines.

It was not possible for the evaluator to determine how the funds were spent and accordingly it is difficult to assess the efficiency of the project's use of resources.

3.5   Effectiveness of Management Arrangements

3.5.1. Project Management Model

The project had a simple management model. The project was managed by a Project Director with some support from the MSI Country Director, who also served as the technical backstop for MSI. Responses from the project team in Morocco indicated that they were not in contact with MSI headquarters (HQ) except for administrative matters. The PD implemented all the project activities, and this has resulted in delayed implementation. When the PD was on maternity leave, an Interim Director was appointed but the activities were only related to Objective 2, with no concrete results or apparent advancement towards the objective. Local stakeholders were only in contact with the Project Director and no contact was established with MSI as a country office. This indicated that MSI as an organization was not providing adequate support to the project, which would explain the limited effectiveness of implementation. There is no evidence to suggest that MSI, represented by the country director, provided the necessary support to the project to ensure successful implementation. It is not clear why the project decided to continue only with a Project Director and the support of some consultants (some of which were deemed not well-qualified by project management after being hired and paid for). However, it is evident that this has affected the outcomes of the project.

The project had a sound working relationship with national and international partners and received support from the Moroccan government and stakeholders. *Wad3éyati* project has partnered with a number of stakeholders for the implementation of project activities. In particular, the project partnered with the CGEM to synthesize enterprises regarding the project and its

benefits. During the evaluation, CGEM expressed some frustrations with the project, as they believe that they were not kept well-informed of the project. Friction and sensitivities between government and employers' associations is rather symbiotic of all labor relations globally. The project managed to maintain a working relationship with both, even if relations with CGEM seemed strained at times. Regular meetings and structured systems could have enhanced the relationship between the project and CGEM. Efforts made by CGEM to promote the project were not well documented by the project. The partnership with CGEM could have been managed in a more effective way by ensuring that direct and regular communication takes place between the project and CGEM.

Engagement with stakeholders in the Sidi Bernoussi industrial zone did not flourish after the initial support. At the beginning of the project, great effort was made to link stakeholders and jumpstart infrastructure investment. The project worked with *Izdihar* association in Sidi Bernoussi to implement improvements in the infrastructure. However, collaboration with *Izdihar* was dropped by the project, resulting in the halting of all activities in Sidi Bernoussi. The same situation occurred with the Prefecture level of Sidi Bernoussi. It seems that *Izdihar* was the only employer's association known to the project in the area.

The project did not directly collaborate with other women's empowerment initiatives in Morocco except GIZ. Although the revised project document stipulates AFEM as a direct beneficiary of project interventions, the project did not work with them. Some contacts were established with some CSOs with clear interest in the project, but no concrete collaboration outcomes were observed.

3.5.2. Monitoring and Evaluation (M&E) Systems

The project is tracked through a detailed Project Monitoring Plan (PMP) and a corresponding monitoring system. At the beginning of the project, *Wad3éyati* selected 31 indicators to track project performance (seventeen for Objective 1, six for Objective 2 and eight for the project's overall goal.). The interim evaluation concluded that the PMP design was large and complicated for a project of this size. Most indicators were relevant and could help capture change as a result of project interventions. Following the interim evaluation, the following measures were introduced to help improve the PMP.

1ST component:

- Change the wording of the indicators to include both RSE and non-RSE firms.

- Combine #4 and #7, as both addressed changes made by the companies: "improving their scores on project gender equality scale" and "implementing gender sensitive action."

- Eliminate "% of RSE supported firms providing adequate working conditions to all women employees in line with legal requirements," because the project was not focusing on supporting firms to be more in line with the legal requirements.

- Eliminate "% of RSE supported firms that reviewed their communication to promote effective gender equality."

- Eliminate the indicators related to mediation.

These changes ensured that the project was collecting data regularly and on indicators that were relevant to the project. This enabled the project to better focus its activities and provide a detailed overview of activities.

3.6   Impact Orientation and Sustainability

3.6.1. Project Outcomes

Some of the initiatives developed by the enterprises following the gender audits indicated satisfaction with the process and demonstrated clear impact. For example, after the analysis for a leading paint manufacturer in Morocco was complete, they wanted to share something about the project and the results of the analysis with all the company employees. They developed a brochure that featured some of the analysis results as well as some cartoons related to gender equality. The brochure went out to their 300+ employees and the project conducted training with all their managers.

Some companies, with adequate support and guidance from their headquarters, have successfully introduced changes in their systems. For example, an insurance company introduced a paternity leave of 4 weeks and increased the paid maternity leave of its employees. According to the company project coordinator, those changes were required by their HQ in France. However, having been engaged with the project for three years made it easier for the company office in Morocco to accept and implement the required changes. The company has three different subsidiaries in Morocco and the one engaged with the project had the smoothest time implementing the changes because the culture was receptive.

Other emerging good practices in some enterprises include:
- Integration of gender-related indicators in the annual social report.

- New diversity requirement on the pre-selection lists for hiring and promotion. The lists should include at least 40% men and 40% women to improve and facilitate objectivity.

- Replication of the *Wad3éyati* approach for all affiliated offices in Africa (request to do the project in Algeria).

- Conduct a workshop to encourage women to run for election as staff delegates; the rate of women doubled in the next election.

- Creation of a "Lunch and Learn" training program with 70% women and 30% men to develop leadership skills and awareness of gender equality.

- Creation of a breastfeeding room.

- Recruitment of a man to the position of Guest Relations in a hospitality enterprise, which is a traditionally feminine function.

- Recruitment of a woman as Food & Beverage Director, traditionally a male domain. The percentage of women in Top Management in that enterprise has risen to 40%.

- Chef positions are usually offered to men. Instead of recruiting a male chef, a company opted to support and to train a woman chef to develop her skills in order to be promoted to Head Chef at term.

One of the key outcomes of the project was the change in the mindset of some managers and institutions regarding the value of gender equality in the workplace. Some of the changes listed above that are directly attributed to the project were introduced by some companies only following the completion of the gender audit. The changes in mindsets make the interventions more sustainable and more relevant to the various companies.

3.6.2. Sustainability

Wad3éyati sustainability is based partly on partnerships with relevant stakeholders, including ministries, business associations and other organizations, to strengthen their capacity in areas such as analysis and awareness-raising. Feedback from stakeholders indicated that many have adopted approaches introduced by the project and have attempted to contextualize them to other diversity issues, such as the integration of people with disabilities in the workplace. As reported by one enterprise, instead of identifying a person with disability for a position, they began to create positions that can be fulfilled by people with disability and others.

The MOL annual prize for gender equality in private companies demonstrates political will, strong public-private partnership and incentives/recognition for companies who make advancements. The Business Advisory Group for ongoing company networking – with some of the companies communicating with each other directly – is now able to encourage each other beyond the project "walls." It is hoped that this group will continue to build and develop and that the members themselves are eager to continue to share and grow together.

Wad3éyati works to develop and improve firms' voluntary compliance with labor practices on gender equality. The CGEM is very keen to make the gender audit and action plan tools available through the development of the Toolbox and the website. Once national stakeholders are trained and discussions about handover are concluded, this would serve as an important legacy of the project and would ensure the continuation of its key activity.

At the institutional level, the MOL has expressed interest in using best practices learned from the *Wad3éyati* project as a model methodology for their annual gender equality grants. They are looking to replicate the *Wad3éyati* approach and have asked the Millennium Challenge Corporation (MCC) team to help and fund an additional component of the compact related to gender equality in the workplace. MCC is moving forward in this direction and the project is involved in the

discussions about the tools that are available and what next steps would make the biggest difference in moving the issue forward in Morocco.

The gender equality website and training of stakeholders will be a great starting place for sustainability and to meet and increase the demand for gender equality guidance. The CGEM plans to host the site and make it widely available to stakeholders and businesses across Morocco.

The initial planning at the community level included a financially-sustainable pre-school which was never implemented. According to the project, *Izdihar* has not found the funding to move forward with the plans that they had developed. The project has reported that they helped them identify an opportunity for funding through the MCC, but they need help to develop the components of a strong proposal.

Ensuring sustainability of the project is dependent on: ensuring a smooth transition of the Toolbox and website; addressing issues pertaining to confidentiality of information on an open-source site; and providing training to relevant stakeholders. These activities require the presence of an interim Project Director who understands the project and is capable of bringing the project to a fruitful closure.[6]

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[6] Current Project Director is due to go on maternity leave mid-December 2017 and the project concludes in March 2018.

IV. MAIN CONCLUSIONS

Wad3éyati: Gender Equality in the Workplace Project was a timely and necessary project in the Kingdom of Morocco. The project supported the work of various key stakeholders in the country. The project activities at the enterprise level supported the work of the CGEM, the largest employers' organization in Morocco, who provides a certificate to enterprises on CSR. The final evaluation has found that the project has also worked with a number of non-CSR certified firms, which indicates the value of gender equality in the workplace among the various enterprises in the Kingdom of Morocco.

The project managed to educate many enterprises in Morocco regarding the business case and the importance of gender equality in the workplace. This has resulted in positive outcomes for both men and women in several enterprises. It is evident from the experience of the project that support from enterprises' headquarters facilitates the process of change and ensures the sustainability of introduced practices.

The project selected the industrial area of Sidi Bernoussi to implement its activities under Outcome 2. The project conducted a needs assessment of the women workers in Sidi Bernoussi and encouraged a group of stakeholders to address the problems identified by the needs assessment. However, the project did not create sufficient linkages between the two components. Enterprises in Sidi Bernoussi were not engaged in the activities of the project.

The interim evaluation had concluded that the findings from the needs assessment were not yet adequately addressed by the project; the final evaluation reached the same conclusion. The Interim Director held an initial meeting with eight companies but there was no sustained engagement. The project team admitted that the second component of the project was almost dropped following the interim evaluation. No clear explanation was offered as to why this was the case or how this decision was made. At midterm, the project had some success in bringing together several stakeholders to address women workers' problems in the industrial zone of Sidi Bernoussi; however the momentum was not harnessed. It was planned that the Interim Director would continue to lead component 2 after the return of Project Director, but then MSI assigned her to a different project altogether.

The project's focus on building scalable models that can be replicated elsewhere in Morocco and in similar contexts through the development of the online platform (website and automated gender-audit tool) was positively perceived by all stakeholders. This feature (which was added with the latest extension) will allow the projects' activities to be continued after the life of the project without necessarily requiring access to funding. The remaining duration of the project should focus on building the capacities of local actors and key stakeholders to ensure that each is aware of its role and has the necessary capacity to continue to perform it.

The engagement of national stakeholders, government and CGEM will have a strong impact on the sustainability of the interventions. The introduction by MOL of the Trophy for Gender Equality was a positive sign that this is a priority for the government. It was also suggested that the Toolbox, which is under construction by the project, could serve as an objective tool to assess companies' applications for the Trophy. For their part, the CGEM is keen and interested in supporting the launch and maintenance of the Toolbox. Gender audits complement the existing corporate social responsibility audits that the CGEM conducts. Whereas this is a strong measure for sustainability, the promotion of gender equality and subsequently gender equity requires a stronger focus on the value of diversity in improving business outcomes.

V. LESSONS LEARNED AND GOOD PRACTICES

- Engaging national partners such as the Ministry and employers' association leads to national ownership of the project and ensures the continuity of key interventions well after the project.

- Building synergies and coordination with like-minded projects enables participating companies to capitalize on the available resources in the country in order to make progress on gender equality in the workplace.

- Selection of objectives, targets and indicators needs to be realistic and should be supported with adequate staffing to increase impact and results.

- It should be ensured that changes introduced by the project are part of the human resource systems of the enterprises. This enables lasting impact of gender equality in the workplace and reduces instances of personal interest.

- It is evident that communication and promotion of gender equality has a stronger impact when directed from an enterprise's HQ. It would be useful to identify ways to work simultaneously with the HQ of multinationals to ensure consistency of messages and ease in implementing change at the subsidiary level.

- Labor-related projects usually involve coordination with employers' and workers' associations. In the case of the project, little or no coordination or engagement was conducted with workers' associations. This is an important lesson as it could have helped advance Objective 2 of the project.

VI. RECOMMENDATIONS

6.1   Key Recommendations for Future Projects

1. Early in the process of the project, ensure the development of a communication plan that would help the discussion related to gender equality to remain part of the national discourse. This would help keep the issue and the project in the news, give participating companies and partners some good media/publicity, highlight best practices of Moroccan companies, gather ongoing video testimonials of participants and partners to put online, provide creative elements to link the participating companies, communicate results of the project, share information about gender equality in the workplace, and host periodic events.

2. Allocate resources to all project components.

3. Approval of the donor for key staff (including M&E function) should be part of the initial agreement with grantees. Number of staff and their functions should be clearly spelled out early on in the process to ensure effectiveness.

6.2   Other Recommendations for Future Projects

1. Start working with 30 companies in order to end up with 15, knowing that many will not follow all the way through the process.

2. Require training for CEOs on the business case for gender equality and unconscious bias before the company can join the project.

3. Require sign-off of the entire top management team to sign up for the project, and frame this as being part of whole company strategy, linked to internal objectives and key performance indicators (KPIs).

4. Add an option for individual managers and employees to learn more about the business case and unconscious bias (and maybe more) in order to take advantage of individual champions and build a foundation for future action. Build awareness of key elements and give these employees tools for internal advocacy.

5. Provide more clear incentives for advancement through the process. It was thought that the Trophy would be that incentive once it was up and running, but it wasn't as attractive as hoped in the early years of the project. This may include:

   a. Mention on project website once they finish their evaluation;

   b. Invitation to an event panel once they complete their action plan; or

c. A press release sent out about them once they implement their action plan.

6. Strong oversight/partnership is necessary from an outside entity that has some convening power and role as well as soft power to check up on companies, and encourage them to follow through to the implementation of their action plan.

7. Make it a requirement for companies to communicate their changes and final results following the project activities.

ANNEX 1: Project Results and Indicators Table

Area	Performance Indicator	Status
Development Objective: Increased gender equality at work in Morocco with respect to hiring, promotions and training in Target Firms and Target Communities	# of firms engaging in promoting gender equality	17 firms have signed up and assessments are ongoing (exceeding the target of 15 firms)
	# of firms using the gender equality Toolbox	Started late but ongoing and making significant progress
	# of firms using the gender equality Toolbox	Toolbox is not online yet, but work is ongoing.
	# of community scan surveys reports	1 Completed
	Gender Gap Score/Rank	Decreased
Immediate Objective 1: Firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms and increased use of mediation.	# of firms participating in the gender audit	Number of registered firms exceeds target
	# of women workers within participating firms	Number of women in firms higher than target
	# of gender assessment reports	9 out of 15 reports completed. There is a delay in this in
	% of audit-participating firms that reviewed their HR management procedures with specific language on gender equality regarding their recruitment policy, remuneration policy and staff career assessment. Or implementing gender sensitive action.	24 out of an expected 70 firms have completed the review according to the project's TPR
	# additional firms reached with the gender equality Toolbox developed by MSI	Website and Toolbox delayed.
	# private sector and public-sector stakeholders trained in use of gender equality Toolbox	Toolbox is under-construction. There is clear delay, but progress is ongoing
	Gender equality website published and publicly available with self-assessment tool	Toolbox is under-construction. There is clear delay, but progress is ongoing

Area	Performance Indicator	Status
	Integration of 5 testimonial and/or training videos into website	Toolbox is under-construction. There is clear delay, but progress is ongoing
	Integration of gender equality indicators into labor inspection guide	Initial research done but not yet completed or integrated
	Creation of user-friendly guide to women's labor rights	One such guide was developed
	Handoff of website to national stakeholder	Ongoing Discussion with CGEM
Immediate Objective 2: Women's economic participation is facilitated by an increased knowledge of their labor rights and an improved infrastructure in selected communities.	# of local actors who formally adopt recommendations of the assessments	3 actors adopted the recommendations but no concrete outcome on the ground.
	# of associations' pairings to implement recommendations	No progress
	# of top priorities related to better access and retention of women workers to workplace implemented	No Progress
	# of women trained in selected communities	Exceeded target since mid-term (expected 10 women but 12 were trained
	% of trained women employed	Below target. 58% were employed (expected 70%)
	# of women workers within supported neighborhoods that are aware of their labor rights	Difficult to Assess

TERMS OF REFERENCE

for the

Independent Final Evaluation

of the

Wad3éyati Project: Acting for Gender Equality

in

MOROCCO

Cooperative Agreement Number:	IL-25260-14-75-K
Financing Agency:	U.S. Department of Labor
Grantee Organization:	Management Systems International
Dates of Project Implementation:	31 December 2013 – 31 March 2018
Type of Evaluation:	Independent Final Evaluation
Evaluation Field Work Dates:	October 15-28, 2017
Preparation Date of TOR:	September 2017
Total Project Funds from USDOL Based on Cooperative Agreement:	US $1,247,980

Vendor for the Evaluation Contract:

Sistemas, Familia y Sociedad
Consultores Asociados
SFS

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I. BACKGROUND AND JUSTIFICATION

USDOL – OTLA

The Office of Trade and Labor Affairs (OTLA) is an office within the Bureau of International Labor Affairs (ILAB), an agency of the U.S. Department of Labor (USDOL). OTLA's mission is to implement trade-related labor policy and coordinate international technical cooperation in support of the labor provisions in free trade agreements; to develop and coordinate Department of Labor positions regarding international economic policy issues and to participate in the formulation and implementation of U.S. policy on such issues; and to provide services, information, expertise, and technical cooperation programs that effectively support the international responsibilities of the U.S. Department of Labor and U.S. foreign labor policy objectives.

Within OTLA, the Division of Technical Assistance and Cooperation (TAC) provides technical assistance to improve labor conditions and respect for workers' rights internationally. TAC works with other governments and international organizations to identify assistance that countries may require to improve the labor conditions of their workers. TAC currently funds over 20 active technical cooperation projects across the globe that provide technical assistance to improve worker rights, livelihoods and labor law compliance. Since 1995, TAC has funded programs in more than 72 countries addressing a wide range of labor issues.

Project Context[7]

Morocco has made significant gains, legislative and other pronouncements that deal with gender equality in the workplace. However, despite these improvements and its image as a modernizing nation, Morocco is well behind most countries with equivalent potential with respect to its labor relations practices, particularly with respect to women's employment, promotions, and pay parity. MSI's analysis of Morocco's scores on the World Economic Forum's Global Gender Gap ratings show they are stagnant and that Morocco is losing ground against other countries in the region, as well as against those with similar aspirations.

Moroccan women increasingly live in cities and work, or are seeking decent work, in manufacturing, industrial and service enterprises. As MSI's analysis of women in Morocco's labor market shows, they work in all types of industries and represent the majority of employees in certain manufacturing sub-sectors. Gender differential patterns with respect to hiring, training, promotions, wages exist across this spectrum.

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[7] Adapted from Project Document, TPRs and the 2015 Report by the Democratic Association of Moroccan Women (accessed 28 August, 2015): http://www.tanmia.ma/rapport-de-levenement-parallele-de-jossour-forum-des-femmes-marocaines-les-droits-des-femmes-marocaines-20-ans-apres-beijing-59eme-session-de-la-commission-de-la-condition-de-l/

A recent report from the Jossour Forum of Moroccan Women, under the leadership of the Democratic Association of Moroccan Women, stated that Morocco has had little progress with regard to women's rights. According to this report:

- 62.8% of women are victims of violence among 55% occur in the marital context.

- 12.8% of members of the government are women in 2014 vs 21.2% in 2007.

- 1/3 of civil servants are women and only 12% occupy management positions.

- Weddings of minors have doubled in 10 years (18,341 in 2004 vs 35,152 in 2013).

In order to achieve transformative change to improve gender equality at work, the conclusion MSI reached from its examination of Morocco's current situation was that, under Morocco's current development, the entry point of maximum leverage to bring about substantial change for working women is at the level of the individual firms, through voluntary changes inside firms rather than through advocacy on the streets and at the community level.

The *Wad3éyati* Project in Morocco[8]

On December 27, 2013, Management Systems International (MSI) signed a Cooperative Agreement with OTLA worth US$998,384 to implement the project entitled "*Wad3éyati*: Gender Equality in the Workplace in the Kingdom of Morocco." The project began on December 31, 2013 and was originally intended to run through December 30, 2016. A no-cost extension was granted in August 2016, which extended the project until June 30, 2017, and a project revision was approved in May 2017 which added an additional $249,596 in project funds and extended the project until March 31, 2018.

The *Wad3éyati* project's development objective is to support "increased gender equality at work in Morocco with respect to hiring, promotions and training in target firms and target communities." *Wad3éyati*, which means "my situation" in Arabic, aims to improve the conditions for access and retention of women in the workplace.

The intended beneficiaries of *Wad3éyati* are the working women of Morocco. MSI's strategy for improving gender equality on these and other aspect of women's work experience focuses on Moroccan enterprises, particularly their human resource management policies and practices, as the means or "critical path" along which changes must now take place if greater gender equality at work is to be achieved. Accordingly, Moroccan enterprises, including the largest employers as well as those of medium and somewhat smaller sizes, are the key target group on which *Wad3éyati* focuses.

The direct beneficiaries of the project are:

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[8] Adapted from the *Wad3éyati* Project Document, Project Revision, PMP (April 2015), Work plan (July 2017), and TPRs

- Women workers and women in search of employment within the selected communities, with a focus on semi-skilled or unskilled women workers and young women.

- Targeted civil society organizations (CSOs) in selected communities that are providing vocational trainings and job placement for women.

- Member firms of the Confédération générale des entreprises du Maroc (CGEM): up to 50 firms certified in Corporate Social Responsibility will receive assistance in moving towards greater gender equality and socially responsible business practices.

- Women working within participating firms, at all personnel levels:

- Management, which involves supervision of a unit or equivalent responsibilities,

- Professional/technical non-manager,

- Labor inspectors responsible for verifying and enforcing compliance with the Labor Code in firms with more than 10 employees,

- Employees of supported firms that will benefit from trainings and improvements of working conditions consequent of the implementation of gender actions plans inside supported firms.

Wad3éyati's strategy for increasing gender equality at work in Morocco focuses on improving gender equality inside firms with respect to hiring, promotions and training, through:

- Enhanced gender equality in the work environment of supported firms, including adoption/implementation of gender equality norms.

- Expansion of practices in additional firms and business associations.

To achieve the proposed objectives, *Wad3éyati* focuses on the central role that firms, at this point in Morocco's history, must play in implementing hard-won legislative and Constitutional gains, and making gender equality at work a reality.

Wad3éyati also intends to provide support to member firms of other business associations such as AFEM without geographical limitation or sector of activity, that seek to move towards greater gender equality and socially responsible business practices. MSI anticipates several waves of expansion of the target group over the life of the project, based on growing awareness of the benefits to participating firms of gender equality in the work place.

A transparent organizational rating system and process related to gender equality that builds on the Human Resources analytics work (e.g. "Gender Equality Scale" or GES), is administrated to firms joining the project. Firms will actively participate both at a baseline stage and to assess improvements over time. Based on the GES assessments recommendations, *Wad3éyati* also works with firms to produce gender friendly policies with specific focus on the areas in which firms would most like to improve their gender equity status.

Addressing community infrastructure and services issues to improve women's access to employment and retention in the workplace in target communities, through:

- Improved infrastructure and/or greater access to work related services in selected communities.

- Increased awareness on labor rights of supported women.

Wad3éyati includes a pilot effort in one community within Casablanca (the country's business center in which there is a dense industrial fabric and high concentrations of women workers and women seeking to enter active economic status), that will explore targeted approaches to minimizing community infrastructure deterrents to working women. Women employed in neighborhood factories or seeking formal employment will be targeted in the first pilot project, but women working in all types of employment, including the informal sector, could benefit. *Wad3éyati* will focus on mobilizing community energy and resources through public-private sector dialogues that focus on feasible solutions. Improvements in community infrastructure and services in support of women access and retention to work place will be related to security, transport, day care and other services on which target communities elect to focus.

Initial assessment will be conducted in the community of Sidi Bernoussi, using collaborative approaches that involve women workers as well as local authorities, private sectors, CSOs and services providers, in order to identify and address priority issues that deter women from working or represent difficult problems for those who do. Based on the assessment's recommendations, *Wad3éyati* will assist the community in addressing key issues to enhance community infrastructure and services support for working women.[9] At community level through *L'Heure Joyeuse*, *Wad3éyati* will also provide training on entry into the workforce, to a sample of young women that dropped out of school, unskilled or semi-skilled, vulnerable and aged between 15 and 30. Likewise, given that ignorance of labor rights may increase women workers' risk to discrimination in the workplace, *Wad3éyati* will develop activities to raise awareness on labor rights, targeting 400 women for this activity.

The project revision, submitted in May 2017, added the following activities:

- Creation of a website to host the contents of the gender equality Toolbox;

- Mainstream the website by building the capacity of CGEM, the project's main national partner, to maintain the website and update content to allow for continued availability beyond the end of the project;

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[9] The first assessment identified infrastructure and support issues as key priorities, including safety/security, transportation and childcare. In the second pilot project, Wad3éyati will be flexible to respond to the needs identified regardless of what they are.

- Train at least 50 additional stakeholders in the gender equality Toolbox, including corporate social responsibility stakeholders, business/professional associations, individual companies, worker organizations, Ministry of Employment and Social Affairs, and business students;

- Institutionalize the project's efforts into the public sector by integrating the new gender equality indicators into labor inspection forms, inspection guide, and in the annual gender equality prize awarded by MoESA;

- Continue engagement with pilot companies; and

- Assist Sidi Bernoussi stakeholders in finding new partners.

The following Results Framework highlights the project's main expected outcomes and objectives:

Wad3éyati Results Framework

Critical Assumptions: Firms work in their own best interests and working toward gender equality needs to make business sense.

Development Objective: Increased gender equality at work in Morocco with respect to hiring, promotions and training in target firms and target communities.

Critical Assumptions: Gender equality requires constructive human resources management.

Immediate Objective 1:
Supported firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms
Indicators:
• 70% of supported firms improve their scores on project gender equality scale
• 100% of requesting, non-audit participating firms received guidance to improve their score on gender equality.

Immediate Objective 2: Women's economic participation is facilitated by an increased awareness on labor rights, improved infrastructure and/or greater access to work related services in selected communities.
Indicator:
• Target communities invest in improving coverage/availability of support for working women in at least two of the top three opportunities for improvement areas identified.

Critical Assumptions: Economic momentum in Morocco sustains 3-4% economic growth and continues to foster new job creation across the economy. No major external economic shocks. Most assisted firms are of a large enough size to be likely to engage in hiring and promotion activities during life of project (i.e., make visible progress).

Sub-IO 1.1: Gender sensitive action implemented in supported firms
Indicators:
• 15 firms participate in the gender audit process and are supported by the project

• 100% of supported firms identify gender gaps and opportunities to improve gender equality in HR management.

• 70% of supported firms review their HR management procedures with specific language on gender equality regarding their recruitment policy, remuneration policy and staff career assessment. Or implement gender sensitive action (e.g. creation of gender sensitive committee)

Sub-IO 1.2:
Best practices expanded in additional firms and business associations.

Indicators:
• 60 Private sector and public sector stakeholders trained in the use of gender equality toolbox

• 35 additional firms are reached with the gender equality toolbox developed by MSI

• 100% of requesting firms received guidance to improve their score on gender

Sub-IO 2.1:
Local actors are aware of barriers that are facing women workers.

Indicator:
• 70% of local actors formally adopt recommendations of the assessments.

Sub-IO 2.2:
Enhance communities' coordination to address women workers' obstacles.

Indicator:
• 2/3 of the top priorities related to better access and retention of women workers to workplaces are supported.

Sub-IO 2.3:
Increase of young women access to workplaces.

Indicator:
• 70% of supported young women find a job.

Sub-IO 2.4: Increased awareness on labor rights of women workers in supported neighborhoods.

Indicator:
• 70% of targeted women workers within supported neighborhoods are aware of their labor rights.

Outcome supporting Sub-IO 1.1:
Improvement in gender equality pays off in terms of productivity and competitiveness.

Outcome supporting Sub-IO 1.2:
More mature and socially responsible firms can become role models on gender policy for other firms and have an interest in doing so.

Outcome supporting Sub-IO 2.1, 2.2 &2.3:
An industrial area approach addressing access to work related services and infrastructures can improve women's access and retention to employment and protect rights.

Outcome supporting Sub-IO 2.4:
Enhancement of women workers' knowledge better enables them to exercise labor rights inside firms.

Outputs supporting Sub-IO 1.1, 1.2& 1.3:
- Gender sensitive action implemented in supported firms.
- Tool box on Awareness on Gender equality and Benefits to Firms and Workers Expanded.
- Creation of a website dedicated to gender equality in the Moroccan workplace.

Outputs supporting Sub-IO 2.1, 2.2, 2.3 & 2.4:
- Local actors formally adopt the recommendations of the assessments.
- Local actors are teaming up in the implementation of priority recommendations.
- Young women that have been trained enter the work force.
- Awareness on labor rights improve working conditions of supported women.

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II. PURPOSE AND SCOPE OF EVALUATION

As per USDOL Management Procedure Guidelines, OTLA-funded projects are subject to independent interim and final evaluations. The interim evaluation was conducted in October 2015 and the expected date for the *Wad3éyati* final evaluation is October 2017.

Final Evaluation Purpose and Scope

The final evaluation will:

a. Determine whether the project's Theory of Change (ToC), as stated in the project Comprehensive Monitoring and Evaluation Plan (CMEP), was appropriately formulated and whether there are any external factors that affected project outcomes in a positive and/or challenging way;

b. Assess the relevance and effectiveness of all project interventions, including its effects on the lives of beneficiaries and on the institutional/policy environment in Morocco;

c. Assess the efficiency of project interventions and use of resources;

d. Document lessons learned, good or promising practices, and models of intervention that will serve to inform future gender equality projects and policies in Morocco and in other implementation countries in the region; and

e. Assess the sustainability of the interventions implemented by the project.

The evaluation should assess whether the project's interventions and activities had achieved the overall goals of the project, and the reasons why this has or has not happened, including an assessment of the factors driving the project results. The evaluation should also document lessons learned, potential good practices, and models of intervention that will serve to inform future gender equality projects and policies in Morocco and similar environments elsewhere, as appropriate. The evaluation will also assess whether the project has started to take steps to ensure the project's approaches and benefits continue after the completion of the project, including sources of funding and partnerships with other organizations. Recommendations should focus around identifying steps the project can take to maximize sustainability during the remaining months of implementation, as well as documenting lessons learned and promising practices from which future projects can glean when developing their strategies toward improving gender equality in the workplace.

The scope of the final evaluation includes a review and assessment of all activities carried out under the USDOL Cooperative Agreement with MSI. All activities that have been implemented from project launch through the time of evaluation fieldwork should be considered. The evaluation will assess the positive and negative changes produced by the project – intended and unintended, direct and indirect, as well as any changes in the social and economic environment in the country – as reported by respondents.

The intended users are OTLA, MSI, the Government of Morocco and other stakeholders working to improve gender equality and labor rights in Morocco. The evaluation findings, conclusions and recommendations will also serve to inform stakeholders in the design and implementation of subsequent projects in the country and elsewhere as appropriate.

The evaluation report will be published on the USDOL website, so the report should be written as a standalone document, providing the necessary background for readers who are unfamiliar with the details of the project.

Evaluation Questions

Specific questions that the evaluation should seek to answer are found below. The Evaluator may add, remove, or shift evaluation questions, but the final list will be subject to approval by USDOL.

Relevance and Strategic Fit

1. Were the project objectives and interventions consistent with the beneficiaries' and stakeholders' needs, requirements, and priorities at the outset of the project?

2. How did the needs of these stakeholders change since the beginning of the project? In what ways / to what extent did these changes affect the relevance of the program? How effectively did the project adjust to changes in the implementing environment since the outset of the project?

3. Were the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?

Validity of Project Design

4. Was the project design logical and coherent? What internal and external factors have influenced the ability of the project to meet its targets?

5. Considering the results that were achieved so far, were the objectives, targets, budget and timing realistically set?

Progress and Effectiveness

6. To what extent did the project achieve its objectives? Were outputs produced and delivered as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them?

7. In which area (objective/component, issue) does the project have the greatest achievements? Why and what have been the supporting factors? What were the major factors influencing the achievement or non-achievement of the objectives?

8. Are there any additional achievements of the project over and above what was foreseen in the project document? Were any unintended results of the project observed?

Efficiency of Resource Use

A measure of how economically resources/inputs (fund, expertise, time, etc.) are converted into results:

9. To what extent were the management, monitoring, and oversight arrangements for the project adequate?

10. In general, do the results achieved justify the costs? Could the same results have been attained with fewer resources?

11. Have project funds and activities been delivered in a timely manner?

Effectiveness of Management

12. How effective was the communication between the project team, the responsible backstopping and technical department at MSI headquarters, and the USDOL? How effective was the communication between the project team and the national implementing partners?

13. How effectively did the project management monitor project performance and results? Was a monitoring and evaluation system in place and how effective was it? How appropriate and useful were the indicators described in the project document in assessing the project's progress? Was the project monitoring plan (PMP) practical, useful, and sufficient for measuring progress toward achieving project objectives? Was relevant information and data systematically collected and collated? How is the gathered data used? How could it be used better?

14. Has the project made strategic use of coordination and collaboration with other projects and with other initiatives in the country/region to increase its effectiveness and impact?

15. To what extent have the recommendations of the midterm assessment been implemented?

Sustainability and Orientation toward Impact

16. What has happened as a result of the program or project? What changes do stakeholders perceive in terms of attitudes, capacities, systems, institutions, etc. that they see as resulting from the project's interventions?

17. Are national partners able to continue the project? How effectively has the project built necessary capacity of people and institutions?

18. What elements of the project may be replicable in other geographic areas, either regionally or in other parts of the world?

19. Are the project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at end of project? What else can the project do to help facilitate the continuation/expansion of project elements by the Ministry and MCC?

20. What is recommended to help *Izdihar* prepare to access MCC funds for the implementation of the action plan developed in response to the Wad3eyati project?

21. Regarding the sustainability measures planned in the project revision (website, gender equality Toolbox, self-evaluation tool):

    a. Is the website-based analysis platform perceived as being user-friendly for companies? Is it more user-friendly than the original idea of a Word/Excel tool?

    b. Do the content of the Toolbox and tool created by the project reflect the most important elements of a gender equality approach and is it well adapted to the Moroccan context? Are other similar tools available, to the evaluator's or stakeholder's knowledge?

    c. What is recommended to encourage that companies will access the site and use the Toolbox and self-evaluation tool after the end of the project? Are there areas or types of training recommended to encourage future usage of the site?

    d. What networks and information sources will it be important to utilize/involve in order to encourage the broadest possible usage of the website? Is there evidence of broader applicability and interest in the gender analysis tool, both within Morocco and the broader MENA region? What international actors might be interested in the site/tool and its usage outside of Morocco?

    e. How can the transfer of the website to the CGEM be set up to maximize the likelihood of ongoing upkeep and improvements to the website, as well as maximum visibility/availability of the tool to other stakeholders?

III. EVALUATION METHODOLOGY AND TIMEFRAME

A. Approach

Performance shall be assessed in terms of six criteria: relevance and strategic fit; validity of project design; project progress and effectiveness; efficiency of resource use; impact orientation and sustainability of the project; and effectiveness of management arrangements.

The evaluation fieldwork will be qualitative and participatory in nature. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming

from stakeholders will improve and clarify the use of quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders.

Quantitative data will be drawn from project documents including status reports, Technical Progress Reports (TPRs) and Data Tracking Tables, the interim evaluation report, and other reports to the extent that it is available. As an annex, the report will also include a table showing an overview of the project progress by listing indicators, targets and achievements to date (please see example of template for this table in Annex 1 of this TOR). For those indicators where the project is experiencing challenges, a brief analysis will be included in the results.

The following principles will be applied during the evaluation process:

1. Methods of data collection and stakeholder perspectives will be triangulated to the greatest extent possible.

2. Gender and cultural sensitivity will be integrated in the evaluation approach.

3. Although a consistent approach will be followed in each project site to ensure grounds for a good qualitative analysis, the evaluation will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders. Additional questions may be posed that are not included in the TOR, while ensuring that key information requirements are met.

B. Final Evaluation Team

The evaluation team will consist of:

1. The international evaluator: Ms. Nahla Hassan

One member of the project staff may accompany the team to make introductions. This person will not be involved in the evaluation process and will not attend the evaluators' meetings or interviews with key informants.

The international evaluator will be responsible for developing the methodology in consultation with Sistemas, Familias y Sociedad (SFS), USDOL, and the project staff; directly conducting interviews and facilitating other data collection processes; analyzing the evaluation material gathered; presenting feedback on the initial findings of the evaluation during the national stakeholder meeting; and preparing the evaluation report.

C. Evaluation Milestones

The evaluation will be carried out through a desk review of project documents and field visits in Morocco for consultations with relevant project staff, government officials, beneficiaries, the US Embassy and other key stakeholders. The evaluation shall draw on six methods: 1) review of documents, 2) review of operating and financial data, 3) interviews with key informants, 4) field visits, including focus group discussions, 5) meetings with stakeholders, and 6) post-fieldwork conference calls.

The following are the main evaluation milestones:

1. Document Review

The evaluator will review at least the following documents before conducting his/her mission to the field.

- Cooperative Agreement and Project Document
- Interim Evaluation Report
- Status reports and Technical Progress Reports to USDOL
- Project Revision Forms
- Work plans
- Reports from activities
- Mission reports
- Logical Frameworks and Performance Monitoring Plan (PMP)
- Other project files and reports as available

2. Evaluation Matrix

Before beginning fieldwork, the evaluator will create an evaluation matrix, which outlines the source of data from where the evaluator plans to collect information for each Terms of Reference (TOR) question. This will help the evaluator make decisions as to how she is going to allocate his/her time in the field. It will also help her to ensure that she is exploring all possible avenues for data triangulation and to clearly note where the evaluation findings are coming from. The question matrix shall be forwarded by the evaluator to SFS before start of field work.

3. Logistics Call

The Evaluator will conduct by phone a Logistics Call with the USDOL, SFS and MSI. The objective of the call is to reach a common understanding among the Evaluator, the USDOL and MSI regarding the status of the project, the available data sources and data collection instruments and the program of meetings.

4. Interviews with Stakeholders

Interviews will be held with as many project stakeholders as possible. Technically, stakeholders are all those who have an interest in a project, for example, as implementers, direct and indirect beneficiaries, employers' and workers' organization representatives, community leaders, donors, and government officials. For the *Wad3éyati* project, this includes but is not limited to the following groups:

- Millennium Challenge Corporation (MCC)
- Ministry of Labor and Job Placement (formerly Ministry of Employment and Social Affairs)
- CGEM
- GIZ

- AGEF

- *Wad3eyati* business stakeholder group

- US Consulate

- *Réseau de Femmes Solidaires pour l'Egalité* (RFSE)

- *Jossour*

- *Izdihar*

- Web design firm

Depending on the circumstances, these meetings will be one-on-one or group interviews. The exact itinerary will be determined based on scheduling and availability of interviewees. Meetings will be scheduled in advance of the field visit by the project staff, coordinated by the designated project staff, in accordance with the evaluator's requests and consistent with these terms of reference. The evaluator should conduct interviews with beneficiaries and stakeholders without the participation of any project staff or donor representatives.

5. Field Visits

The evaluator will visit a selection of project sites. The final selection of field sites to be visited will be made by the evaluator. Every effort should be made to include some sites where the project experienced successes and others that encountered challenges. During the visits, the evaluator will observe the activities and outputs developed by the project. Meetings will be scheduled in advance of the field visits by the MSI project staff, in accordance with the evaluator's requests and consistent with these terms of reference.

6. Post-Field Meeting

Upon completion of her mission, the evaluator will provide a debriefing by phone to USDOL on the preliminary findings, as well as the evaluation process.

D. Sampling, Site Selection and Data Collection Methodology

The scope of the evaluation specifies two weeks of fieldwork, which is only enough time to travel to Morocco to interview the project team, key stakeholders and a sample of direct and indirect beneficiaries in each of the target regions. Every effort will be made to include a diverse set of site visits in both Casablanca and Rabat.

Criteria for selecting project intervention zones:

During the field visit the evaluator will examine through interviews and site visits all possible project interventions.

Criteria for sampling interviewees/beneficiaries:

A list of stakeholders will be developed by the project team and reviewed by the external evaluator. All efforts will be made to ensure that a sample of beneficiaries from all project interventions is interviewed during the field work of the evaluation.

Data collection methods:

The international expert will collect data through visits and interviews of relevant stakeholder's interviews at project locations listed in the Terms of Reference. Preparation meetings (via Skype) will provide the evaluation expert with a wider overview of the requirements for this assignment and ensure that the objectives are met.

In addition to a thorough review of project documents including project document, progress reports, M&E data, and other relevant documentation, different stakeholders will provide different types of information:

- Key informant interviews will be conducted with project manager, to collect information about activities and outputs, the number of beneficiaries, cooperation with key institutions, and collection of monitoring data and reporting, as well as any implementation challenges.

- Focus group discussions or individual interviews with beneficiaries will complete information about the project activities and, to the possible extent, impact to date.

Interviews will follow protocols and questionnaires developed to answer the evaluation questions.

Verification and triangulation of data will be done though correlation of data obtained from (a) different (groups of) stakeholders, as well as (b) different methods. The evaluation team will ensure that findings are backed by a combination of sources and methods.

E. Ethical Considerations and Confidentiality

The evaluation mission will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, stakeholders, and communities, the implementing partner staff will generally not be present during interviews. However, implementing partner staff may accompany the evaluator to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the evaluator to observe the interaction between the implementing partner staff and the interviewees.

F. Stakeholders Meeting

The stakeholder workshop will take place on October 30, 2017. This meeting will be conducted by the evaluator to provide feedback on initial evaluation results. It will bring together a wide range of stakeholders, including the implementing partners and other interested parties. The agenda of the

meeting will be determined by the evaluator in consultation with project staff. The list of participants to be invited will be drafted prior to the evaluator's visit and confirmed in consultation with project staff during fieldwork. The exact program for the workshop will be decided jointly with the senior project staff during the first week of the evaluation.

The stakeholder workshop will be used to present the major preliminary findings and emerging issues, solicit recommendations, and obtain clarification or additional information from stakeholders, including those not interviewed earlier. The presentation will concentrate on good practices identified at the time of the evaluation, lessons learned and remaining gaps as identified by all the stakeholders. The role of the evaluator is to analyze and represent the viewpoints of the various individuals and documents consulted. The evaluator will use their experience from similar evaluations to share and enrich understanding of the information gathered during the evaluation. The presentation in the workshop will be constructive in format and will not dwell on personal or small project details.

G. Limitations

The evaluator will not have enough time to visit all project sites. As a result, the evaluator will not be able to take all sites into consideration when formulating their findings. All efforts will be made to ensure that the evaluator is visiting a representative sample, including some that have performed well and some that have experienced challenges.

Findings for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and beneficiaries. The accuracy of the evaluation findings will be determined by the integrity of information provided to the evaluator from these sources and the ability of the latter to triangulate this information.

Furthermore, the ability of the evaluator to determine efficiency will be limited by the amount of financial data available. A cost-efficiency analysis is not included because it would require impact data which is not available.

H. Timetable

The tentative timetable is as follows. Actual dates may be adjusted as needs arise.

Task	2017 Date(s)
USDOL provides background documents	Wed, Aug 31
Cable Clearance Request sent to USDOL	Thurs, Sept 14
USDOL and MSI send Evaluation Questions and suggested List of Stakeholders for Draft TOR	Mon, Sept 18
SFS sends full Draft TOR to USDOL, MSI and Evaluator	Tues, Sept 19
Evaluator submits Methodology/Sampling Plan to SFS for TOR	Thurs, Sept 21
USDOL, MSI and Evaluator provide feedback for Draft TOR	Thurs, Sept 21

Task	2017 Date(s)
Evaluator submits Draft Itinerary and Logistics Needs	Fri, Sept 22
SFS submits Revised TOR	Fri, Sept 22
Logistics Call	Mon, Sept 25
TOR Finalized	Wed, Sept 27
Itinerary Finalized	Fri, Sept 29
Evaluator submits Data Collection Matrix	Fri, Sept 29
Contract signed by Evaluator	Mon, Oct 2
Evaluator interviews USDOL	Mon, Oct 2
Evaluation Fieldwork	Oct 15-28
Stakeholders Meeting	Mon, Oct 30
Post-fieldwork Debrief Call with USDOL	Mon, Nov 6
Draft Report sent to SFS for quality review	Mon, Nov 13
Draft Report to USDOL and MSI for 48 hour review	Thurs, Nov 16
Draft Report sent to USDOL, MSI and stakeholders for comments	Mon, Nov 20
Comments due to SFS	Wed, Dec 6
Revised Report sent by Evaluator to SFS for quality review	Mon, Dec 11
Revised Report sent to USDOL	Thurs, Dec 14
Approval from USDOL to Copy Edit/Format Report	Thurs, Dec 21
Final Report sent to USDOL	Fri, Jan 5

IV.   EXPECTED OUTPUTS/DELIVERABLES

Ten working days following the evaluator's return from fieldwork, a first draft evaluation report will be submitted to SFS. The report should have the following structure and content:

    I.   Table of Contents

    II.   List of Acronyms

    III.   Executive Summary - providing a brief overview of the evaluation including sections IV-IX and key recommendations (5 pages)

    IV.   Background and Project Description, including Context (1-2 pages)

    V.   Evaluation Objectives and Methodology- including the list of Evaluation Questions and Intended Audience (3-4 pages)

    VI.   Evaluation Findings, including answers and supporting evidence for each of the evaluation questions. (15 pages)

VII.   Main Conclusions - a summary of the evaluation's overall conclusions (1-2 pages)

VIII.   Lessons Learned and Good Practices (1-2 pages)

IX.   Recommendations - identifying in parentheses the stakeholder to which the recommendation is directed (1-2 pages)

- Key Recommendations – critical for successfully meeting project objectives and judgments on what changes need to be made for future programming

- Other Recommendations – as needed

X.   Annexes, including but not limited to:

- An overview of project progress (see template in Annex 1 below)
- TOR
- Question Matrix
- List of documents reviewed
- List of interviews, meetings and site visits
- Stakeholder workshop agenda and participants

The total length of the report should be approximately 30 pages for the main report, excluding the executive summary and annexes.

The first draft of the report will be circulated to OTLA and MSI for a 48 hour review. This initial review serves to identify and correct potentially sensitive information and/or inaccuracies before the report is released for formal, detailed comments. Then the draft report will then be officially submitted to OTLA, MSI and key stakeholders for a full two week review. Comments from stakeholders will be consolidated and incorporated into the final report as appropriate, and the evaluator will provide a response to OTLA, in the form of a comment matrix, as to why any comments might not have been incorporated.

While the substantive content of the findings, conclusions, and recommendations of the report shall be determined by the evaluator, the report is subject to final approval by ILAB/OTLA in terms of whether or not the report meets the conditions of the TOR. All reports, including drafts, will be written in English.

V.   EVALUATION MANAGEMENT AND SUPPORT

SFS has contracted with Ms. Nahla Hassan to conduct this evaluation. Ms. Hassan has over 15 years of professional experience in relief, economic and social development both in research and programmatic interventions. She has excellent qualitative research experience including impact assessments, project evaluations and policy recommendations, including past evaluations for USDOL in Egypt. Her topical focus has been in education, HIV/AIDS, child rights and development communication.

Nahla will work with OCFT, SFS and relevant MSI staff to evaluate this project.

SFS will provide logistical and administrative support to the evaluator, including travel arrangements (e.g. plane and hotel reservations, purchasing plane tickets, providing *per diem*) and all materials needed to provide all deliverables. SFS will also be responsible for providing the management and technical oversight necessary to ensure consistency of methods and technical standards.

ANNEX 3: Evaluation Question Matrix

Evaluation Question	Data Source	Additional/specific Question
Relevance and Strategic Fit		
Were the project objectives and interventions consistent with the beneficiaries' and stakeholders' needs, requirements, and priorities at the outset of the project?	Review of project documents Review of needs assessments Interviews with CGEM Review of UN and other relevant country background information	What are the priorities of Morocco related to gender equality?
How did the needs of these stakeholders change since the beginning of the project? In what ways / to what extent did these changes affect the relevance of the program? How effectively did the project adjust to changes in the implementing environment since the outset of the project?	Project Director Project stakeholders (CGEM – *Izdihar* – women – private sector companies) Review of country information	What changes did the project implement in the PMP? What justifies these changes? What were the changes in the implementation environment? Were they part of a risk assessment conducted? What alternatives could have been developed?
Were the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?	Analysis of project documents (project document, mid-term review, progress reports)	
Validity of Project Design		
Was the project design logical and coherent? What internal and external factors have influenced the ability of the project to meet its targets?	Project Document Project progress report Project staffing organigram Project Director	

Evaluation Question	Data Source	Additional/specific Question
Considering the results that were achieved so far, were the objectives, targets, budget and timing realistically set?	Project Document Project progress report Project staffing organigram Project Budget Project Director	What are the results/outcome of the project to date? How were the targets developed?
Progress and Effectiveness		
To what extent did the project achieve its objectives? Were outputs produced and delivered as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them?	Project Progress reports Project Budget PMP Project Work plans Project Director	What are the achievements of the project to date (against indicators)?
In which area (objective/component, issue) does the project have the greatest achievements? Why and what have been the supporting factors? What were the major factors influencing the achievement or non-achievement of the objectives?	Project Progress reports Project Director	What is perceived as the most significant change of the project? What are the key challenges encountered by the project? What were the enabling factors that enabled the project to meet its objectives?
Are there any additional achievements of the project over and above what was foreseen in the project document? Were any unintended results of the project observed?	Project progress reports Project Director Key Stakeholders (CGEM – *Izdihar*)	Are there any unintended outcomes of the project? How did engagement with the project affect your organization? How did you use the ideas introduced by the project to move your organization forward?
Efficiency of Resource Use		
To what extent were the management, monitoring, and oversight arrangements for	Project Director	What is the management system of the project? How often are PMP data collected?

Evaluation Question	Data Source	Additional/specific Question
the project adequate?	PMP Project Organigram	Review of the quality of progress reports? Are all achievements (intended and unintended) clearly reflected in the progress reports?
In general, do the results achieved justify the costs? Could the same results have been attained with fewer resources?	Project Budget Project Work Plan Project Director	
Have project funds and activities been delivered in a timely manner?	Project Work plan Project progress reports Project Director	
Effectiveness of Management		
How effective was the communication between the project team, the responsible backstopping and technical department at MSI headquarters, and the USDOL? How effective was the communication between the project team and the national implementing partners?	Project Director MSI HQ or MSI Country Director CGEM Private sector companies NGOs DOL	How often does DOL visit project sites? What are the outcomes of these visits? What is the role of MSI HQ in project management and delivery? What kind of support does the project enjoy as being part of MSI global network? How responsive is DOL to project progress reports and budgets? What could be improved in future projects? How often do meetings occur between project and national stakeholders?
How effectively did the project management monitor project performance and results? Was a monitoring and evaluation system in place and how effective was it? How	PMP documents Indicator definitions Analysis of usefulness of indicators	How was the PMP designed? How coherent are the definitions of the indicators?

Evaluation Question	Data Source	Additional/specific Question
appropriate and useful were the indicators described in the project document in assessing the project's progress? Was the project monitoring plan (PMP) practical, useful, and sufficient for measuring progress toward achieving project objectives? Was relevant information and data systematically collected and collated? How is the gathered data used? How could it be used better?	Project progress reports Project Director/M&E person	How often is data collected? How are they assessed for relevance and accuracy? How can they be improved in future projects? What are key lessons learned from the development and implementation of the PMP? Were there any project activities or achievements that were not captured by the PMP?
To what extent have the recommendations of the midterm assessment been implemented?	Project Progress reports Project Director	What happened since the mid-term evaluation? How were decisions to implement recommendations decided? Which recommendations were accepted and which were disregarded? What explains this approach?
Sustainability and Orientation toward Impact		
What has happened as a result of the program or project? What changes do stakeholders perceive in terms of attitudes, capacities, systems, institutions, etc. that they see as resulting from the project's interventions?	Project Director Project National Stakeholders Government NGOs CGEM	What has happened to the organization because of the project?
Are national partners able to continue the project? How effectively has the project built necessary capacity of people and institutions?	Project Director Project Exit Strategy Project National Stakeholders Government	If the project was repeated what would you do differently? What is likely to continue after the life of the project? What is needed by your organization to

Evaluation Question	Data Source	Additional/specific Question
	NGOs CGEM	continue the work of the project?
Are the project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at end of project? What else can the project do to help facilitate the continuation/expansion of project elements by the Ministry and MCC?	Project Director Project Exit Strategy Project National Stakeholders Government	What new systems has the project introduced? How are they funded? How likely are they sustainable? What is needed by your organization to continue the work of the project?
What is recommended to help *Izdihar* prepare to access MCC funds for the implementation of the action plan developed in response to the Wad3eyati project?	Action Plan *Izdihar* MCC	How was this action plan developed? Why is this action plan relevant to MCC and *Izdihar*? What type of capacity building is required to support *Izdihar*?
Regarding the sustainability measures planned in the project revision (website, gender equality Toolbox, self-evaluation tool): 1. Is the website-based analysis platform perceived as being user-friendly for companies? Is it more user-friendly than the original idea of a Word/Excel tool? 2. Do the content of the Toolbox and tool created by the project reflect the most important elements of a gender equality approach and is it well adapted to the Moroccan context? Are other similar tools available, to the evaluator's or stakeholder's	Review of the newly developed tool Interviews with companies that have used the tool Project Director CGEM Web-site Developed Stakeholders' meeting	

Evaluation Question	Data Source	Additional/specific Question
knowledge? 3. What is recommended to encourage that companies will access the site and use the Toolbox and self-evaluation tool after the end of the project? Are there areas or types of training recommended to encourage future usage of the site? 4. What networks and information sources will it be important to utilize/involve in order to encourage the broadest possible usage of the website?		
How can the transfer of the website to the CGEM be set up to maximize the likelihood of ongoing upkeep and improvements to the website, as well as maximum visibility/availability of the tool to other stakeholders?	Project Director CGEM Web-site Developed Stakeholders' meeting	What is the support required to ensure the sustainability of the website? What are CGEM plans to promote the website and its usage amongst its members?
How replicable is the project? What is required to ensure an effective replicability of the project in Morocco and other places? Is there evidence of broader applicability and interest in the gender analysis tool, both within Morocco and the broader MENA region? What international actors might be interested in the site/tool and its usage outside of Morocco?	Project director Other INGOS and International Organizations working on Gender in Morocco. UN Women Morocco or regional office in Cairo (after the field work) Review of regional information about gender	

ANNEX 4: List of Documents Reviewed

- *Célébration de la journée des femmes à Sidi Bernoussi : Programme indicatif*

- Overview of Progress : Gender Assessment Report

- WADAEYATI: Gender Equality in the Workplace in the Kingdom of Morocco: Problem Analysis by Objectives, Interventions/Activities, Outputs/Deliverables, and Outcomes

- *Wad3éyati* Work Plan April 2015

- *Wad3éyati* PMP April 2015

- *Wad3éyati* Revised Budget June 2015

- *Wad3éyati* Main Achievements September 2014

- *Wad3éyati* Project Document: Revised March 2015

- Findings from the Sidi-Bernoussi Study of working women or those searching for employment

- Summary of main findings of the study of Sidi Bernoussi

- Project Technical Progress Reports, comments to TPRs by DOL and responses to comments by MSI.

- *Wad3éyati* Gender audit analysis of sample companies

ANNEX 5: Field Data Collection Schedule

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ANNEX 6: Stakeholder Workshop Agenda, Participants and Outputs

Time	Activity
10:00-10:15	Opening Remarks Overview of project, list of stakeholders, purpose of the meeting and proceedings of the day
10:15 – 10:30	Why it matters?
10:30 – 11:00	Project Achievements to date/presentation of Toolbox
11:00 – 11:45	Testimonials by participating companies and stakeholders
11:45 – 12:00	Coffee/tea
12:00 – 13:00	Preliminary Findings of the Evaluation
13:00-13:30	Way Forward Open discussion; Q&A
13:30-	Wrap-Up followed by Lunch

Testimonials from Gifi Company:
Feedback

The day in which we decided to participate in the *Wad3éyati* project our objective was simply to highlight the value to our actions and improve our practice regarding gender equality in our firm. However, the analysis made by MSI on our performance and context demonstrated that we were far of being perfect in this domain and that we still had a multitude of possibilities of improvement to be explored in order to boost the dynamism of the different structures and component of our firm.

Implementation

The most important thing within the implementation of the program is, in my opinion, to provide to the MSI consultant updated and detailed information regarding the firm HR data or data from questionnaires. This will allow the consultant elaborate an action plan adapted to the reality of the firm.

The key aspect of the implementation has been the moments in which we had the opportunity to exchange with the members of the mixed committee, without taking into account our respective status in the firm. All participants were engaged and motivated to contribute to the success of the project.

Current situation

We are currently in the defining phase of the project. We have today an important number of recommendations originated from the program that will allow us to foresee our future actions and design our company's strategy to promote gender equality in the workplace within our firm.