



## Independent Interim Evaluation

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### Wad3éyati Project: Gender Equality in the Workplace in the Kingdom of MOROCCO

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Management Systems International

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*Sistemas, Familia y Sociedad*  
*Consultores Asociados*

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## LIST OF ACRONYMS

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<b>AFEM</b>	<i>Association des femmes chefs d'entreprises du Maroc</i>
<b>CGEM</b>	<i>Confédération Générale des Entreprises du Maroc</i>
<b>CSO</b>	Civil Society Organization
<b>CSR</b>	Corporate Social Responsibility
<b>HR</b>	Human Resources
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MENA</b>	Middle East and North Africa
<b>MOESA</b>	Ministry of Employment and Social Affairs
<b>MSI</b>	Management Systems International
<b>OTLA</b>	Office of Trade and Labor Affairs
<b>PMP</b>	Project Monitoring Plan
<b>RSE</b>	<i>Responsabilite Social des Entreprise</i>
<b>SME</b>	Small and Medium Enterprise
<b>SFS</b>	<i>Sistemas, Familias y Sociedad</i>
<b>TOR</b>	Terms of Reference
<b>TPR</b>	Technical Progress Report
<b>USAID</b>	US Agency for International Development
<b>USDOL</b>	United States Department of Labor

## EXECUTIVE SUMMARY

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### Project Description

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*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 (USDOL) Office of Trade and Labor Affairs (OTLA). The project has an overall budget of US\$998,384. The project began on December 31, 2013 and is expected to continue until December 30, 2016. *Wad3éyati* project has two immediate objectives, as follows: 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.

### Evaluation Scope and Methodology

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The interim evaluation assessed and evaluated the project's implementation since its inception and until the end of October 2015 (one year and ten months). The evaluation examined whether the project is on track towards meeting its goals and objectives and focused on 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 to the extent that they were available.

### Evaluation Findings

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#### Validity of Project Design

Each of the project's immediate objectives has clearly identified expected results (outputs) as well as corresponding indicators to ensure ease of follow-up and monitoring of performance. The design of each objective is logical and coherent and each objective has a clear set of expected outcomes, targets and a timeline. Although the project's overall goal states that it aims to *increase gender equality at work in Morocco with respect to hiring, promotions and training in target firms and target communities*, the project design did not clearly establish linkages between its two objectives. The project is tracked through a detailed Project Monitoring Plan (PMP) and a corresponding monitoring system. *Wad3éyati* selected thirty one indicators to track project performance (seventeen for objective 1, six for objective 2 and eight for the project overall goal.). The PMP design is large and complicated for a project of this size. Most indicators are relevant and they can help capture change as a result of project interventions. However, they may benefit from a readjustment to ensure that they are relevant to the project activities.

## Relevance and Strategic Fit

The project was designed in close collaboration with MSI's main partner, the General Confederation of Moroccan Firms (CGEM). The project was needed and timely. Gender issues are gaining momentum in Morocco and it is an issue that is important and prioritized by government, enterprises and Civil Society Organizations (CSOs). Seventy companies have applied and received corporate social responsibility (CSR) certification from CGEM – the biggest and most organized employers' organization in Morocco. The certificate is structured in a way that ensures that companies will continue to abide by the requirements. Gender is a cross cutting theme in the criteria of the certificate. As such, the project supports CGEM-certified companies in implementing policies and approaches that are gender sensitive and that will help them retain their CSR certificates. It is important to point out that the project is working with companies that have received a corporate social responsibility certificate (*Responsabilite Social des Entreprise, or RSE*) and those that are not certified non-RSE companies. This is an issue that requires clarification since it is a divergence from the original project document and PMP indicators.

*Wad3éyati* is a relevant project for the government of Morocco. During the course of the evaluation the Ministry of Employment and Social Affairs (MOESA) explained that the project is well suited to the needs of Morocco. The Kingdom has launched a strategy and an agenda to promote equality in the workplace and the project is well suited to support this strategy.

## Project Progress and Effectiveness

The project is not on track to complete its targets and is likely to experience further delays. To date, the project focused on conducting gender audits for enterprises recommended by the CGEM. The project has engaged twenty two enterprises, seven of which have provided the required human resources data. The project has completed four comprehensive gender audit reports and delivered three formal presentations of findings to the gender committees formed by the engaged enterprises. The project aims to engage fifty RSE enterprises and complete fifteen audit reports for RSE companies.

At the community level, the project selected the industrial zone of Sidi Bernoussi in Casablanca. The project conducted a simple mapping of key stakeholders in the industrial zone and conducted a needs assessment of women workers in the industrial zone. The project also provided training to twelve unemployed women aged 17 to 29 years old on life skills to help them find employment. Three of the twelve have found employment through project support. The project worked with an information technology (IT) company to develop a phone-based awareness-raising program called *Know Your Rights*. According to project documents and available data, three hundred persons called the line and around fifty pressed a number (there were twenty nine data options available). The highest pressed number was the one providing information regarding the minimum legal age to work.

Since its inception and until the time of the interim evaluation (October 2015), all project activities have been implemented by one project staff person. The project only has one technical staff member which is the Project Director. This is the key implementation challenge that has contributed to the delay in project implementation. A second key challenge encountered by the project is the lack of internal coordination mechanisms within enterprises. In many instances

the project would approach the CSR department of an enterprise. However, the required information should be provided by the Human Resources (HR) department. At times HR departments would not prioritize the requests from the project, causing further delays. In one case, one of the companies has not accepted some of the findings of the gender audit, making it difficult for the project to present the findings. The absence of coordination within companies increases the importance of the gender committees that are formed by the project inside enterprises. These committees, whose membership is voluntary, ensure that employees from various departments are kept well informed of progress towards gender equity.

At the community level, the project adopted a sound strategy of conducting a needs assessment to gauge the problems encountered by women workers and then develop the necessary intervention to facilitate women's economic participation. The study of the women's situation in Sidi Bernoussi is lacking the perceptions of men and businesses alike. It focuses on women only, which makes it unbalanced from a gender perspective. It needs to be broader to reflect the views of a wider set of constituents. Conducting the study in this area was challenging. According to *Izdihar* association in Sidi Bernoussi, enterprises refused to let researchers speak with the women in the factories. As such the research team was forced to speak with women workers in the streets during lunch hour. The study focused partially on formally employed women and on others who work in the textile industry but who may not have formal work contracts. The interventions selected by the project only focus on fixing the infrastructure (presence of a nursery for young children). The nursery was not the top priority identified by the surveyed women. As a matter of fact the survey report indicated that 70% of surveyed women explained that the key constraint to job retention is lack of transport in the Sidi Bernoussi area, followed by 20% stating absence of child care facility.

Discussions with stakeholders in Sidi Bernoussi during the course of the evaluation indicated that the stakeholders will establish a preschool for children aged four to six years. It is not clear how this will help women who have just had a baby remain in the work force, when one of their key problems is finding a location to leave their newly born children. It is worth noting that the majority of those surveyed were not married and did not have children. So it is not clear why the preschool was supported by the project in the first place.

### **Effectiveness of Management Arrangements**

The project has a sound working relationship with national and international partners and receives support from the Moroccan government and stakeholders. The Moroccan government at the central level has supported the establishment of a steering committee for the project and has also convened its first meeting. At the local level, local government is interested in collaborating and working with the project. *Wad3éyati* project has partnered with a number of stakeholders for the implementation of project activities. In particular, the project partners with the CGEM to synthesize enterprises about the project and its benefits.

The project has successfully linked stakeholders and jumpstarted infrastructure investment in one of the poorest neighborhoods in Casablanca. The project works with *Izdihar* association in Sidi Bernoussi for the implementation of infrastructure improvements. The overall rationale and the implementation approach of the community component require further fine tuning to ensure effectiveness and impact of interventions. Nonetheless, *Izdihar* is committed to working with the project. *Wad3éyati* also facilitated the working relationship between *Izdihar*, *Heure*

*Joyeuse* and the *Prefecture* (local government) of Sidi Bernoussi. The project played the role of a catalyst in bringing together various stakeholders at the community level to address the concerns of women workers. The project should focus its efforts on synthesizing these efforts and ensuring that they effectively address women worker's concerns and grievances.

Project staff (former and current) explained that they enjoy a positive and fruitful working relationship with USDOL. The former Project Director, who was interviewed during the course of this evaluation, explained that the design mission was a useful step that helped all relevant parties understand and agree on the important elements of the project and develop a collective vision regarding project implementation. No issues were reported by donor or grantee regarding the relationship between the two parties. It will be necessary for the two to discuss how to move the project forward as soon as possible.

### **Impact and Orientation towards Sustainability**

Despite the delays experienced by the project, several observed results could already be recorded at mid-term. It is clear that the project has supported the work of the CGEM on increasing the importance and value of CSR within the different enterprises in Morocco. Work on gender equality is at the heart of the CGEM certificate, where gender is a cross cutting theme. By providing support to enterprises on practical steps to improve gender relations, adherence to CSR concepts is made easier and practical. Project activities (once the action plans are well developed and implemented by companies) will likely contribute to an improvement in work environment and work/life balance for women inside the different enterprises engaged with the project.

Participating enterprises spoke highly of the process through which the gender audits are implemented. They explained that the gender audit is a good first step towards improving their HR policies and practices. They also explained that the formation of a gender committee to support the work of the project is a positive step, and expressed the need for the project to support them in developing terms of reference for the committees.

The project does not have a sustainability plan or an exit strategy. It is important to develop one with clear targets and milestones to ensure that the project interventions are continued after its conclusion. Nonetheless, the design of the project and its interventions considers 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 advocacy and awareness-raising.

## **Conclusions**

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*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 Morocco. The project activities at the enterprise level support the work of the CGEM, the largest employers' organization in Morocco. The CGEM provides a certificate to enterprises on CSR. The project helped many certified companies continue to embrace concepts of CSR by providing them with a tool that can help them adjust their human resource policies to be more gender equitable. The project has two components: one focusing on enterprise and the second focusing on activities at the community level. The project has selected the industrial area of Sidi

Bernoussi to implement its activities. The project conducted a needs assessment of the women workers in Sidi Bernoussi and encouraged a group of stakeholders to address the problems faced by women workers as identified by the needs assessment.

At mid-term the project has achieved few of its intended results and expected outcomes. Two main reasons could explain this. First, the project has been implemented by only one technical staff member, which is the Project Director. The lack of adequate staffing for the project has been a key impediment to achieving its planned activities. The project is supposed to engage fifty firms in Morocco to promote gender equality. However, at mid-term only twenty two have been engaged (not all RSE firms, as indicated in the project document and PMP). The project has completed only four comprehensive gender audits out of an expected fifteen. It is important to note that the companies did not yet develop action plans (the project indicators measure the implementation of action plans). It is critical for the project to hire an adequate number of competent staff (minimum of two full time staff supervised by a Project Director) to ensure the timely implementation of project activities. In addition to the shortage of staff for project implementation, activities were delayed as the project needed to develop the necessary tools that are relevant to the context. In addition, gender audit is a new concept in Morocco and required spending time and effort explaining the value of the audits. Moreover, the human resource systems in many companies are not automated, which made it a time consuming process for enterprises to collect the required data for conducting the gender audits.

Many of the projects activities could be continued after the life of the project without necessarily requiring access to funding. However this requires that the project builds 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.

### Lessons Learned and Good Practices

- Timely implementation of project activities requires availability of adequate and competent staff and management arrangements.
- Working with enterprises is time consuming and requires a certain caution and experience. This is particularly the case as many of the activities with enterprises require changing policies and mind-sets of management. This requires strong skills in analysis and advocacy. It is also a time consuming process that requires the development of business appropriate messages and approaches.
- Taking into consideration the requirements and needs of enterprises and business owners can support the project's work at the community level.
- Creating partnership amongst various stakeholders within the community increases the potential for sustainability of project interventions.

### Recommendations

1. Ensure the hiring of adequate and competent staff (at least two full time staff members managed by a Project Director) to support the timely implementation of project activities.

2. Review project objectives and planned activities and create the necessary linkages amongst the different components to increase coherence and internal logic of project interventions.
3. Review PMP and consider whether the number of indicators requires adjustment (number of community scans) and whether some could be adjusted or dropped all together (mediation indicators). Consider the development of a project database to help with reporting on indicators and ensure that all project documents reflect the same targets (at present some refer to fifty firms as a target for gender audits and others refer to fifteen).
4. It is important to clarify whether the project should be working only with RSE firms or also none-RSE firms and whether this matters at all.

## I. PROJECT DESCRIPTION

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*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 (USDOL) Office of Trade and Labor Affairs (OTLA). The project has an overall budget of US\$998,384. The project began on December 31, 2013 and is expected to continue until December 30, 2016.

The *Wad3éyati* project's overall goal is 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 aims to improve the conditions for access and retention of women in the workplace.

*Wad3éyati*'s strategy for increasing gender equality at work in Morocco focuses on two core areas, described below.

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 adoption/implementation of gender equality norms and increased use of mediation; and
  - Expansion of practices in additional firms and business associations.

*Wad3éyati* focuses 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 incorporates internationally recognized International Organization for Standardization (ISO) 26000 precepts for enhancing firm quality and competitiveness, while also focusing on 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 (HR) analytics work is administered to firms joining the project. Firms will actively participate both at a baseline stage and in assessing improvements over time. Based on the assessments' recommendations, *Wad3éyati* also works 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* will work with supported firms that are interested in introducing or making greater use of mediation to resolve work place 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, hiring practices and promotions at the firm.

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* are 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, wages exist across this spectrum.

The direct beneficiaries of the project are:

- 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 fifty firms certified in CSR will 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 include:

- CGEM, the Moroccan Confederation of Businesses, is a pioneer in social responsibility and gender equality certification in Morocco's business community. Its rigorous certification program incorporates internationally recognized ISO 26000 precepts for enhancing firm quality and competitiveness, while also focusing on social responsibility issues of particular concern in Morocco.
- AFEM: The Morocco Association of Women Business Leaders.

The indirect beneficiaries are:

- Labor inspectors responsible for verifying and enforcing compliance with the Labor Code in firms with more than ten 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 Ministry of Employment and Social Affairs (MOESA) has recently expressed its interest in using some of the project's best practices.

## II. EVALUATION PURPOSE, SCOPE AND METHODOLOGY

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The interim evaluation assessed and evaluated the project's implementation since its inception and until the end of October 2015 (1 year and 10 months). The evaluation examined whether the project is on track towards meeting its goals and objectives. The evaluation focused on the areas of project relevance, effectiveness, efficiency, impact and sustainability. Specifically, the evaluator:

1. Assessed the validity of the project design, objectives, strategy and assumptions as well as its relevance to the issue of gender and labor rights in Morocco. This included assessing whether activities are being implemented in accordance with the project design.
2. Determined whether the project is meeting its objectives and identified the challenges and/or successes encountered in doing so. Along with this she analyzed the factors that may be contributing to these successes and challenges, including stakeholder buy-in, support and participation in the project as well as barriers and opportunities to successful implementation.
3. Described the results of the project by the date of the evaluation, at institutional and community level, including the intended and unintended effects accrued to the target groups.
4. Assessed the steps taken by the project to mainstream project activities and the efforts by local stakeholders to replicate/continue project activities. She also recommended actions to increase sustainability before project phase-out.
5. Assessed the possibility of replication or scale-up in size or scope, either in Morocco (other regions/sectors) and/or in the Middle East and North Africa (MENA) region as a model for promoting greater gender equity.
6. Provided recommendations to guide the project on how to best measure and report outcomes so that by the end of the project, possible future replication can be based on strong evidence demonstrated throughout the project implementation.

The evaluation identified specific implementation areas that may benefit from adjustments to ensure the project can be as successful as possible during its remaining period of performance. The evaluation also assessed and made recommendations according to the extent which the project has started to take steps toward sustainability, ensuring that the project's approaches and benefits continue after the completion of the project, including sources of funding and partnerships with other organizations.

The scope of the interim 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 time of evaluation fieldwork were considered. The evaluation focused data collection primarily on selected project documents and reports and interviews with key project personnel, partners, and stakeholders in Morocco. (Please see **Annexes B and C** for the main evaluation questions)

## 2.1 Evaluation Approach

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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. 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 A** 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 Terms of Reference (TOR), while ensuring that key information requirements are met.

## 2.2 Interim Evaluation Team

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Ms. Nahla Hassan served as the international consultant for this evaluation. The majority of the evaluation meetings were also attended by the Project Director who has only taken up her role with the project in September 2015. The Project Director was not involved in the evaluation process and her presence during the meetings ensured that she is kept informed of the views and perceptions of the stakeholders. In some meetings it was deemed best for the evaluator to conduct the meetings without the Project Director'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

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The evaluation was carried out through a desk review of project documents and field visits in Morocco (October 18 – November 3, 2015) 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, including focus group discussions, (5) meetings with stakeholders, and (6) post-fieldwork conference calls. The following are the main evaluation data collection methods:

### 1. [Document Review](#)

The evaluator reviewed the following documents before conducting her mission to the field. A full list of reviewed documents is found in **Annex D**.

- Cooperative Agreement and Project Document;
- Status reports and Technical Progress Reports to USDOL;
- Work plans;
- Reports from activities;
- Logical Frameworks and Performance Monitoring Plan (PMP); and
- Other project files and reports as available.

### 2. [Evaluation Matrix](#)

Before beginning fieldwork, the evaluator developed an evaluation matrix, which outlines 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 are coming from. The question matrix was forwarded by the evaluator to SFS before start of field work. (Data Collection Matrix is available in **Annex C**)

### 3. [Interviews with Stakeholders](#)

Interviews were held with as many project stakeholders as possible. Technically, stakeholders are 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 is not limited to the following groups:

- Business partners: AXA; *Marocaine des Jeux et des Sports*; Sanofi; Novec; and Sofrecom.
- Community partners: *Izdihar*; *L'Heure Joyeuse*; *Division de l'Action Sociale Préfecture des Arrondissements de Sidi Bernoussi*; General Confederation of Moroccan Firms; *Bébés du Maroc*; and Anapec.
- Government partners: *Ministère de l'Emploi et des Affaires Sociales*.
- International Organizations: US Agency for International Development (USAID); International CSOs working on Women's issues; US Consulate; and project participants themselves (the women).

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 by the project staff in advance of the field visit, and were coordinated by the designated project staff in accordance with the evaluator's requests and consistent with the Terms of Reference.

### 4. [Field Visits](#)

The evaluator visited a selection of project sites. 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

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 was made to include a diverse set of site visits in both Casablanca and Rabat.

Project documents indicated that the project is working in the industrial area of Sidi Bernoussi. However, the project is not working with enterprises in the Sidi Bernoussi area. Hence, some meetings took place in Sidi Bernoussi with the CSOs working there. Enterprises involved in the project were visited at their offices 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](#)

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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, communities, and implementing partner staff were generally not present during interviews.

### 2.5 [Stakeholder Meeting](#)

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The stakeholder workshop took place on November 2, 2015. 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 in consultation with project staff. 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 exact program for the workshop was decided jointly with the senior project staff during the first week of the evaluation. 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. The list of workshop participants is found in **Annex F**.

### 2.6 [Limitations](#)

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Findings for the evaluation are 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 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. Furthermore, the evaluator did not have access to the project's financial records. A budget and a revised budget were made available to the evaluator. Despite repeated requests to donor and grantee, the complete project expenditures were not shared with the evaluator. Limited financial data was provided; hence the discussion regarding financial expenditures is limited and based mainly on the project's planned budget.

### III. EVALUATION FINDINGS

#### 3.1 VALIDITY OF 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 has clear expected results (outputs) as well as corresponding indicators to ensure ease of follow-up and monitoring of performance. The design of each objective is logical and coherent and each objective has a clear set of expected outcomes, targets and a timeline.

The table below provides an overview of the project’s objectives and corresponding expected results.

**Table 1: Objectives and Corresponding Outputs**

Objectives	Expected Outputs
<b>Immediate Objective 1:</b>  Firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms and increased use of mediation.	<b>Output 1.1:</b> Gender action plans implemented in supported firms.
	<b>Output 1.2:</b> Mechanisms to solve conflict between management and workers enhanced in supported firms.
	<b>Output 1.3:</b> Awareness on gender equality and benefits to firms and workers expanded.
<b>Immediate Objective 2:</b>  Women’s economic participation is facilitated by an increased knowledge of their labor rights and an improved infrastructure in selected communities.	<b>Output 2.1:</b> Local actors formally adopt the recommendations of the assessments.
	<b>Output 2.2:</b> Local actors collaborate in the implementation of priority recommendations.
	<b>Output 2.3:</b> Young women that have been trained enter the work force.
	<b>Output 2.4:</b> Awareness on labor rights improve working conditions of supported women.

The design of the project did not clearly establish linkages between its two objectives. Although the project’s overall goal states 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. As will be discussed in **Section 3.3** of

this report, the project's implementation strategy has further widened the gap between the immediate objectives.

The project is tracked through a detailed Project Monitoring Plan (PMP) and a corresponding monitoring system. *Wad3éyati* selected thirty one indicators to track project performance (seventeen for Objective 1, six for Objective 2 and eight for the project overall goal.). The PMP design is large and complicated for a project of this size. Most indicators are relevant and they can help capture change as a result of project interventions. It is difficult to assess validity of the PMP system for two reasons. The first is that the project is delayed in several of its activities and as such some of the indicators are difficult to track at the moment. More importantly, the project is supposed to start reporting on the majority of the indicators starting in quarter 4 of year 2 according to the project's PMP. As such, it is difficult to assess whether the project will face difficulty with some of the indicators and how the collected information will benefit the project performance in general.

Nonetheless, a review of project indicators indicate that some of the selected indicators are either not directly relevant to the project (unclear how will they help the project improve performance) or are likely to encounter difficulty in collection and reporting. For example, four indicators for Objective 1 focus on mediation activities which the project is not implementing. According to USDOL officials, mediation was identified as a serious issue during project design and it was added as an objective accordingly. USDOL was hoping to use FMCS to support this objective, as funds and availability would allow, but they were not to solely address this objective. The concept would entail the provision of training to businesses on mediation.

However, *Wad3éyati* project has no control over this second project as it is implemented by another organization (FMCS) and the start date was delayed twice. The mediation activities are not directly relevant to the project. Theoretically they should improve gender relations in the workplace but the mediation activities don't seem to be directly relevant to the overall objectives of the project in their present form.

Some of the indicators report on the number of "beyond RSE firms<sup>1</sup> reached by project campaign" as well as the percentage of RSE-supported firms providing adequate working conditions in line with the law and the number of women workers aware of their rights. It is difficult for the project to collect this data seeing that they are not engaged in clear activities themselves or partnering with other organizations to implement activities that can help them collect accurate information regarding women's knowledge about their rights or the number of non-RSE firms who are reached by a project campaign. The PMP does not provide details as to what "reached" means. For example, it is unclear whether a company/firm will be considered "reached" when they attend a meeting. According to the project team, they hope to reach non-RSE certified firms through CGEM and MOESA. They also explained that although to date they have not engaged AFEM, yet they hope to be able to engage them to identify both potential

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<sup>1</sup> RSE firms refer to firms who have received a certificate in corporate social responsibility (CSR) from the CGEM. RSE stands for *Responsabilité Social Des Entreprises*.

companies for the gender audits as well as partners in collecting and disseminating best practices.

However, the majority of indicators selected by the project focus on RSE firms only. This issue requires clarification and should be addressed to ensure that project activities are meeting the needs of the target groups. It will also ensure that a strategy is in place that addresses the needs of non-RSE companies (if deemed necessary).

At mid-term the project has not developed a database or a formal system for ongoing data collection. It is likely that the project did not feel the need to do so as the number of engaged firms remains limited. The project should consider developing some form of a database to facilitate data collection and reporting on indicators. Moreover, the purpose of the PMP and the associated monitoring system is to help project management understand performance challenges and take the necessary measures to improve and alter implementation strategies if necessary. This is currently not being done. The reasons could be that the project is managed by one technical person and no one is in charge of monitoring and evaluation (M&E).

The project conducts gender audits of enterprises. These audits generate a wealth of information regarding the situation of women and the key issues facing gender equality and equity at the workplace. This information is organized in reports that are shared with the company for whom the audit was conducted. Whether some of this data can also be used by the project requires consideration with regard to how data generated by the gender audit can help inform project implementation.

For example, according to a summary of findings from gender audits, *“Most companies with whom the project conducted the audit have a lower rate of women at leadership level and in the workforce. Still, the audited companies are recording a higher rate of women in the board of directors (31%) than the national average (7%).”*<sup>2</sup> This type of information is not captured by the PMP or reported on by the project in any way other than the audit report provided to the company. Perhaps there is a need to reconsider how the information and data collected during the gender audits can help the project without breaching confidentiality. Last but not least, the project focuses its activities on a number of important behavioral changes. This can only be captured through qualitative data that show behavioral and mindset changes within the enterprises. However, the collected information only focus on quantifying these changes, without any plans to collect qualitative data to complement what is captured by the PMP.

## 3.2 RELEVANCE AND STRATEGIC FIT

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The project was designed in close collaboration with the project’s main partner, the General Confederation of Moroccan Firms. The project was needed and timely. Gender issues are gaining momentum in Morocco and it is an issue that is important and prioritized by government, enterprises and CSOs.

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<sup>2</sup> Summary of Findings

Seventy companies have applied and received corporate social responsibility (CSR) certification from CGEM, which is the biggest and most organized employers' organization in Morocco. The certificate is structured in a way that ensures that companies will continue to abide by the requirements. Gender is a cross cutting theme in the criteria of the certificate. As such, according to project document, CGEM-certified companies (fifty out of seventy) are considered as direct beneficiaries of the project. The project intends to support CGEM-certified companies in implementing policies and approaches that are gender sensitive and that will help them retain their CSR certificates. However, as noted during the course of this evaluation, these seventy companies are rather large and many of them are multinationals with offices in Morocco. Furthermore, according to project staff, while CGEM has been a main partner in helping recruit firms to participate in project activities, half of the interested companies (with whom the project intends to engage) are non-RSE certified. In addition, only seven are multinationals. This is perhaps an implementation diversion from the original work plan and project document. It is important to clarify whether the project should only work with RSE-certified companies or also non-RSE ones. The evaluator is of the opinion that it really doesn't 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.

In light of the project's human resource management structure and the delays in implementation, it is evident that the project did not carry out a sufficient needs analysis of all relevant stakeholders. For example, the project did not survey the needs of the enterprises themselves or of employees of enterprises. The strategies for the first component focusing on the enterprises were developed based on the views of CGEM. The second objective, which was oriented toward the community, focused on women working in factories although the project is not targeting factories. An adjustment in project design is required to ensure cohesion of interventions. The project's objectives are designed as two separate interventions which are not linked to each other. The first objective includes activities with enterprises regardless of their location (to date none of the targeted enterprises are in Sidi Bernoussi), whereas the second objective is focused on working with factory workers in Sidi Bernoussi industrial area. The project does not have a holistic intervention strategy in one area, where both enterprises and their workers are supported by the interventions. According to the project team, one of the interested companies, Unilever, is located in the Sidi Bernoussi industrial zone, but they have since declined to participate in the gender audit and as a multi-national are already quite advanced in their gender equality awareness.

*Wad3éyati* is a relevant project for the government of Morocco. During the course of the evaluation the MOESA explained that the project is well suited to the needs of Morocco. The Kingdom has launched a strategy and an agenda to promote equality in the workplace and the project is well suited to support this strategy.

The project document identified the project's direct and indirect target beneficiaries. Project activities focused on understanding these needs and tailoring interventions to address them. However, the project appears to be consistent with the needs of the enterprises and less so with the priority needs identified by the women workers in Sidi Bernoussi. This is relevant both as a design as well as an effectiveness issue. Although the project conducted a study (community scan) in one industrial area, the response to the needs of women surveyed by the project appears limited at mid-term. The same could also be said of the activities at the enterprise level;

however, there is a vision as to how the work with the enterprises will progress which cannot be said for the community element. The needs of the stakeholders have not changed since the beginning of the project. At the enterprise level the needs have increased and the project is developing plans to address these needs consistently with project objectives.

The project implementation strategy focuses on the two immediate objectives without drawing linkages between them. This requires a reorientation to increase the relevance of project interventions. At the moment the project is implementing its community activities in Sidi Bernoussi industrial area without engaging any enterprises or factories in the area. This needs to be adapted to ensure that the project is responding to the needs of businesses as well as to women workers in this area.

Moreover, the project has surveyed the needs of women in Sidi Bernoussi but no discussion with male workers or businesses has taken place in Sidi Bernoussi. This is a lost opportunity for the project and wrongfully indicated that the project is solely focused on women and not on gender. Many of the issues that were identified by the study of Sidi Bernoussi are probably also affecting men. This includes the absence of transportation and the security situation in the industrial area. It is important for the project to adjust its implementation strategy to ensure a balanced representation of all relevant stakeholders. This will allow the project to accurately identify its outcomes and impact on gender relations. At the moment, the design of the project and its implementation strategy seem to be slightly biased (and rightly so) towards women. However, it would be difficult to make advances or to support the advancement of women without soliciting the support and buy-in of men. A balanced approach will improve gender relations in general.

### 3.3 PROJECT PROGRESS AND EFFECTIVENESS

#### 3.3.1 Progress towards Objectives and Targets

*Wad3éyati*: Towards Gender Equality in the Workplace in the Kingdom of Morocco Project has two immediate objectives, seven expected outputs and is monitored through thirty one indicators. The project is designed to meet its targets gradually. The project is scheduled to report on a large number of its performance indicators in quarter 4 of year 2 of the life of the project (September - December 2015). Below is an overview of the project's targets and progress up to the end of October 2015. The table highlights the indicators that the project is reporting on according to the PMP.

**Table 2. Project Progress against Indicators**

Output	Performance Indicator	Target till the end of year 2	Progress at Mid-term
<b>Development Objective:</b> Increased gender equality at work in Morocco with respect to hiring, promotion and training in target firms and target communities			
	# of firms engaging in promoting gender equality	50	22
	# of meetings sessions of the Consultative body	2	1
	# of community scan surveys reports	2	1

Output	Performance Indicator	Target till the end of year 2	Progress at Mid-term
<p><i>Comments</i> Twenty two firms have expressed interest in working with the project. Seven have provided HR data to conduct the gender audit.</p> <p>According to the project team these 22 firms that have expressed interest in participating in the gender audit. It is not clear whether this qualifies as “engaging” and whether they will continue with all project activities or not.</p>			
<p><b>Immediate Objective 1:</b> Supported firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms and increased use of mediation</p>			
<p><b>Output 1.1:</b> Gender Action Plans are adopted in Supported firms</p>	15 RSE firms supported by the project	13	7
	# of Gender Audit Reports	10	4
<p><i>Comments:</i> This output has several activities and indicators. Only one of the activities (conducting gender audits and producing gender audit reports) has been implemented to date and not all the targets have been met.</p> <p>None of the supported firms have developed action plans yet. The project is supposed to have reached 45% of supported firms and implemented priorities in action plans by quarter 4 of year 2.</p> <p>The project is currently supporting RSE and non-RSE firms. This is a diversion from the original project document. The 13 companies reported above are not all RSE firms. Perhaps the indicator should be amended.</p>			
<p><b>Output 1.2:</b> Mechanisms to solve conflict between management and workers enhanced in supported firms</p>	Activities under this output have not started yet (all activities are scheduled to start in Q4 of year 2)	N/A	N/A
<p><b>Output 1.3:</b> Awareness on gender equality and benefits to firms and workers expanded</p>	50 firms are reached by project campaign	10	22
	50% of firms use gender equality toolbox	N/A	N/A
	100% of requesting firms received guidance to improve their score on gender equality	N/A	N/A
<p><i>Comments:</i> The project is supposed to report on the remaining two indicators in quarter 4 of year 2.</p>			
<p><b>Immediate Objective 2:</b> Women economic participation is facilitated by an increased knowledge of their labor rights and an improved infrastructure in selected communities</p>			
<p><b>Output 2.1:</b> Local actors formally adopt the recommendations of the assessment</p>	# of local actors who formally adopt recommendations of assessment	2	4
<p><b>Output 2.2:</b> Local actors collaborate in the implementation of priority recommendation</p>	# of associations pairing to implement recommendations	3	3
	# of top priorities related to better access and retention of women workers to workplace implemented	2	2
<p><b>Output 2.3:</b> Young women that have been trained enter the workforce</p>	# of women trained in selected communities	10	12
	% of trained women employed	70%	25%

Output	Performance Indicator	Target till the end of year 2	Progress at Mid-term
<b>Output 2.4:</b> Awareness on labor rights improve working conditions of supported women	# of women workers within supported neighborhoods that are aware of their labor rights	260	230
<i>Comments:</i> <i>The 230 women counted for output 2.4 are those attending the Women’s Day Celebration. It is not clear how this amounts to women being aware of their rights or how this indicator corresponds to the desired output which is “improved working conditions as a result of better knowledge of rights.”</i>			

The above table indicates that the project is not on track to complete its targets and is likely to experience further delays, particularly regarding indicators that are planned to be reported during quarter 4 of year 2.

The project focused on conducting gender audits for enterprises recommended by the CGEM. To date, the project has engaged twenty two enterprises. Seven of these enterprises have provided the required human resources data. The project has completed four comprehensive gender audit reports and delivered three formal presentations of findings to the gender committees formed by the engaged enterprises.

At the community level, the project selected the industrial zone of Sidi Bernoussi in Casablanca. The project conducted a simple mapping of key stakeholders in the industrial zone and conducted a needs assessment of women workers in the industrial zone. The project also provided training to twelve unemployed women aged 17 to 29 years old on life skills to help them find employment. Three of the twelve have found employment through the support of the project. The project also worked with an information technology (IT) company to develop a phone-based awareness raising program called *Know Your Rights*. According to project documents and available data, three hundred persons called the line and around fifty pressed a number to receive information on a specific topic (there were twenty nine data options available). The highest pressed number was the one providing information regarding minimum legal age to work.

The project has successfully brought together various stakeholders to address some of the issues identified by the assessment in Sidi Bernoussi. Much of the project time went towards the development of plans for establishing a preschool for the women workers in Sidi Bernoussi in close collaboration with *Heure Joyeuse* (CSO) and *Izdihar* (an area-specific employers’ organization).

### 3.3.2 Effectiveness of Implementation Strategies

Since its inception and until the time of the interim evaluation (October 2015), all project activities have been implemented by one technical project staff. The project has a Project Director and an Accountant and Logistics Officer. This is the key implementation challenge which contributed to delays in project implementation.

*Wad3éyati’s* project implementation strategy is to work with CGEM CSR-certified companies. To date, not all of the enterprises involved with the project are CSR certified, and none of them are from the Sidi Bernoussi area of Casablanca where the second component of the project is

implemented. This has two implications. First, it is a divergence from the original plan of working with RSE firms, as indicated in the project document and M&E data. This is an issue that should be addressed.

The second concern is that by not focusing on one area, the effectiveness of the project could be affected and it could also dilute its overall impact. When working in Sidi Bernoussi it is important to engage businesses as well in order to ensure ownership of the interventions for women workers and to support business needs where possible. For example, the project trained twelve women but could only find employment for three. Had communication with employers been better established, the project could have helped these women acquire the necessary skills for the businesses and hence facilitated employment. The project does not necessarily need to increase the number of gender audits, as the identified enterprises to date surpass the target of fifteen RSE firms. However, businesses in Sidi Bernoussi could be the target for awareness-raising and other project activities.

The project intended to work with *Association des femmes chefs d'entreprises du Maroc* (AFEM). However, project staff explained that the project was unable to do so because *Wad3éyati* aimed to build a model that can be replicated. Most of the AFEM members are involved in activities with small and medium enterprises and the number of employees in these enterprises is small. It was also noted that many of the small enterprises would not have a fully developed HR department. Hence it would be difficult for the project to implement its interventions. Despite the fact that the project worked with large and multinational companies, the condition of HR departments in these enterprises contributed to the delay in project implementation. Project staff and enterprises interviewed explained that not all HR systems are automated and collecting the required information to conduct the gender audits. At times this was a complicated and time consuming process because sometimes companies had to manually review files to compile the requested data, which required a lot more time than originally anticipated.

A second key challenge encountered by the project is the lack of internal coordination mechanisms within enterprises. In many instances the project would approach the CSR department of an enterprise, while the required information should be provided by the HR department. At times HR departments would not prioritize the requests from the project, causing further delays. In one case, one of the companies has not accepted some of the findings of the gender audit, making it difficult for the project to present the findings.

The project implementation process is to engage the companies and request that they form a gender committee to support the work of the project. These gender committees encompass individuals from various departments within the enterprises. This helps promote the concept of gender equality within the company and creates a collective sense of ownership for the findings and subsequent possible solutions. It also promotes the concept of gender equality as an enterprise-wide issue and not just a human resources concern. This could have a positive impact on gender relations within enterprises in the future. In order to increase the value of these committees, the project should develop terms of reference for them in order to guide them during the life of the project and beyond. This will also help the committee continue to follow up on the action plans once developed.

At the community level, the project adopted a sound strategy of conducting a needs assessment to gauge the problems encountered by the women workers and then develop the necessary intervention to facilitate women's economic participation. The study of the women's situation in Sidi Bernoussi is lacking the perceptions of men and businesses alike. It focuses only on women, which makes it difficult for other relevant stakeholders to accept the findings from the study. The study faced difficulties and according to *Izdihar* association in Sidi Bernoussi, enterprises refused to let researchers speak with the women in the factories. As such, the research team was forced to speak with women workers in the streets during lunch hour. The study focused partially on formally employed women and on others who work in the textile industry but who may not have formal work contracts.

The interventions selected by the project only focus on fixing the infrastructure (presence of a nursery for young children). However the nursery was not the top priority identified by the surveyed women. As a matter of fact, the study report indicated that 70% of the surveyed women explained that the key constraint to job retention is lack of transport in the Sidi Bernoussi area, followed by 20% who stated the absence of a child care facility. Discussions with stakeholders in Sidi Bernoussi during the course of the evaluation indicated that the stakeholders will establish a preschool for children aged four to six years old. It is not clear how this will help women who have just had a baby remain in the work force, when one of their key problems is finding a location to leave their newly born children. It is worth noting that the majority of those surveyed were not married and did not have children. So it is not clear why the preschool was supported by the project. This matter was discussed with *Izdihar* association, who explained that they do not claim to be able to solve the issues identified by the study. However, they explained that the rationale for building the preschool was to help children continue their education and not necessarily to ensure that women remain within the workforce. This is an issue that the project should consider carefully. Some of the issues highlighted by the assessment are very important and should be addressed, if possible, by the project. For example only 28% of the 254 surveyed women in Sidi Bernoussi had a formal work contract with their employer. The majority of those surveyed work either in textile or leather manufacturing. However, the project is not working with any company within this sector.

It is not clear why the project decided to work in two communities (one of the indicators shows the requirement to conduct two community scans). Whether this means that the project could work in one community but conduct two scans of the same community, or that the project needs to work in two different communities, is not clear. This requires clarification. It is the evaluator's view that the project should concentrate in one community (and conduct two scans if necessary in the same community) to build a model that can be replicated and scaled-up.

At the moment the project is not working with syndicates or women's groups and CSOs. Some of the findings of the study specifically focused on the absence of adequate working conditions, including contracts and benefits for women working in textile industry. This could be an issue for which the project could collaborate with workers' organizations and syndicates in order to help solve some of the problems encountered by women workers in Sidi Bernoussi. The needs assessment study contains a lot of useful information about the situation for a sample of women workers in the Sidi Bernoussi industrial area. This data and information could be helpful should the project decide to partner with other organizations who could work on advocating for the rights of these women.

Last but not least, the project was supposed to partner with a second USDOL-funded project focusing on mediation and the promotion of mediation as a mean to solve problems in the workplace. This project has been delayed. As such, *Wad3éyati* is unable to report on outcome activities in its reports.

### 3.3.3 Effectiveness of Project Activities

Objective 2 of the *Wad3éyati: Gender Equality in the Workplace in the Kingdom of Morocco* Project focused on improving infrastructure (building of a day-care), providing training for women who are looking for work and raising awareness regarding labor rights in Morocco.

Regarding the building of the day-care, as previously discussed in this report, it is not clear why this particular type of child care was selected in response to the needs assessment of the women. The study results show that mothers of very young children (newly born) do have a problem but there is nothing in the study that indicates that mothers of children of a higher age are facing the same problem. Moreover, the targeting of the women who will benefit from the services of this day-care is likely to be problematic. According to *Izdihar* association, women who enroll their children in the day-care will be required to present evidence of their employment and salary. These documents will be required as a prerequisite to accepting the children in the preschool. In light of the fact that a large number of women do not possess these documents, the day-care will not be accessible to them (only 28% of those interviewed during the needs assessment had work contracts with their employers).

The effort exerted to bring together the different stakeholders in Sidi Bernoussi is a good development. However, it is important for the project to constantly keep in mind the project objectives and the key target group in order to ensure that project activities are contributing to achieving the expected outcomes. In addition, it is important for the various partners in Sidi Bernoussi to be well aware of their roles and responsibilities. During the course of this evaluation, all stakeholders in the industrial area spoke highly of the project and its interventions. However, when asked why they have not been able to make actual progress, all cited the temporary halt in project activities that occurred between May-September 2015.<sup>3</sup> The project, while playing the role of catalyst for change within the industrial area, should also ensure that all partners are aware of their roles and possess the necessary capacity to carry out these roles well beyond the life of the project.

Nonetheless, the strength of the day-care, irrespective of how it will be implemented, lies in how *Wad3éyati* managed to bring together stakeholders to address a key concern in the industrial area. The local government is working with the associations to try and find solutions for the problems in the area. The day-care can be a model that can then be replicated in different parts of the industrial area or in other industrial areas as deemed appropriate. Furthermore, the relationship established between the local government, the employers' organization and the CSOs is a good model for cooperation amongst different players to address the challenges faced by the different groups in the area.

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<sup>3</sup> The position of Project Director was vacant from the end of May to the beginning of September 2015. No project activities took place during this time.

The project also participated in a number of awareness-raising activities hosted by local stakeholders. The project participated in the Women's Day event in October 2014, which also served as the launch of the *Wad3éyati* project. The event was organized in collaboration with CGEM.<sup>4</sup> The project also participated in the Women's Day event at Sidi Bernoussi in March 2015.<sup>5</sup> Project staff regularly collaborated with associations interested in promoting a work/life balance for women and supporting women's rights at the workplace. In May 2015 the project participated in the first round table discussion on parenthood in enterprises. These events helped spread increased public understanding of gender equality in the workplace and helped create an interest in the project and its activities. The project also developed a phone helpline promoting women's rights at work. The helpline was developed in coordination with Soukstel and with funding from the Rockefeller Foundation. Available data suggest that close to three hundred calls were received by the helpline.

It is difficult to assess the value added of the awareness-raising activity. There is no in-depth data about the helpline that can enable the evaluator to assess its actual outcomes. Also, the anonymous nature of the call-in number made it very difficult to hold a focus group or discuss with various women about the outcomes of these awareness-raising activities. The project design does not include a tracing system for women attending awareness-raising events so it is rather difficult to conduct any form of follow-up. It is actually not clear to the evaluator how the project counted 230 women as being aware of their labor rights.

*Wad3éyati* project also provided training to twelve women to build their capacity and help them find employment. The women received life skills training, language training and support on how to search for employment, including how to prepare a resume and approach potential employers. The girls and their mothers interviewed during the course of this evaluation spoke highly of the impact of the training. They explained that although the training did not help them find employment yet (three out of twelve found employment), the training helped them on other levels. For example, they felt that they have a better understanding of how to talk with employers and how to prepare their resumes. The mothers of girls interviewed explained that the training helped them improve psychologically. They explained that the girls would normally stay at home and are shy. After the training the mothers noticed an improved self-esteem and interest in life in general among their daughters.

Interviewed women, however, explained that the training was a good first step but it is not sufficient for finding employment, as they require an advanced level of French and computer skills to appeal to recruiters. They also explained that the training brought together people with different levels of knowledge and that this made it difficult for them to fully benefit from the training. Furthermore, they explained that they need further training and support to be able to find employment. They specifically said that it would be helpful if they can be supported in getting diplomas in order to benefit from various employment schemes offered by the government.

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<sup>4</sup> <http://www.wad3eyati.org/actualiteacutes--bonnes-pratiques.html>

<sup>5</sup> <http://www.wad3eyati.org/expeacuteriences-des-communauteacutes.html>

Information collected during the evaluation indicates that the training was beneficial for the girls on a personal level. Many of them explained that they feel more confident to try to register in employment offices and search online for employment. Although the project should not typically be helping the women find employment, in order to improve their chances of finding employment it would have been better to consider the needs of businesses in the process. Whereas job seekers should have a certain level of soft skills, private sector employers usually search for specific sets of skills. If the project can help create a match between the market needs and the actual skills of job seekers, this could increase the effectiveness of training activities.

### 3.4 EFFICIENCY OF RESOURCE USE

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The project has an overall budget of US\$998,384. It is worth pointing out that 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 budget as well as some expenditure. According to expenditures provided, the project's burn rate at the end of October 2015 is 36.66%. This is consistent with the findings in this report that the project is behind on its targets.

Labor costs are estimated at US\$355,803 or 35.6% of the total budget. At the end of October 2015 only 39.8% of the budget line has been spent. As previously mentioned the project is understaffed. When this was discussed with MSI staff in Morocco, it was pointed out that MSI management is aware of the need to hire additional staff. It is not clear to the evaluator why there is delay in this aspect.

The allocated labor costs seem reasonable and in accordance with international best practices. However, the project has one technical staff (the Project Director) and an Admin and Finance Officer. The budget includes US\$31,200 for monitoring and evaluation (M&E) and US\$5,282 for the Admin and Finance Officer, in addition to US\$25,616 that is allocated to short term technical assistance from consultants. It is not clear why these amounts were not used to hire additional staff in order to ensure the timely implementation of project activities. Labor cost also includes US\$79,284 (7.9% of the overall budget) for support from MSI home office. According to project team this amount is used for the MSI Country Director who is posted in Morocco, and another small part is for Project Managers and Home Office short-term technical assistance consultants. It is not clear what is the kind and level of support provided to the project through MSI headquarters.

The second biggest portion of the budget, US\$222,112 (22.24% of the total budget), is allocated to project activities, which is rather limited. The evaluator did not have access to information on how much from this budget has actually been spent. There is a need to increase the amounts allocated to project activities and to actually implement these activities. In contrast, overhead is budgeted at US\$211,653 (21%) which is relatively high. Ideally overhead costs do not exceed 10-15% of the overall budget. According to project team, and the evaluator agrees, more funds should be allocated to project staffing as this project requires improvement in staffing to support the implementation of activities.

As explained above, it is impossible to assess whether or not project activities have been cost efficient because the evaluator did not have access to all project expenditures. However, the

overall burn rate (36.66%) and project achievements to date indicate that the project is delayed and many of the planned activities have not been accomplished.

The main impediment to project progress is the structure of its human resources. At mid-term all project activities were implemented by the Project Director, with support from the Admin Officer. The position of Project Director was vacant from the end of June 2015 until the beginning of September 2015. During this time no project activities were taking place.

Although the project is small in scope and budget, it cannot be expected that all the planned work with the enterprises as well as the community can be coordinated and implemented by one technical staff member. It is evident that the gender audits require a lot of time to be developed and presented. The project also needs to work with businesses on developing and implementing action plans. On the other hand, several community activities need to take place including awareness-raising and promoting women's work rights. This requires partnering with various organizations. The project needs staff with different capacities and expertise to enable it to meet its objectives.

## 3.5 EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

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### 3.5.1 Managing Partnerships

The project has a sound working relationship with national and international partners and receives 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 partners with the CGEM to synthesize enterprises about the project and its benefits. According to CGEM, the project was designed in close partnership with them. They explained that MSI worked with them to ensure that their needs are well represented in the project design. CGEM also explained that they worked with *Wad3éyati* staff to develop the gender audit tool and to ensure that it is relevant to the needs of the enterprises in Morocco. They explained that they were always well informed of development and progress; however, they expressed concern about being left uninformed of outcomes and about the development of the gender audits.

Discussions with CGEM and MSI project staff indicated that CGEM believes that they are the main project partner and expressed some resistance to including other partners, such as government or syndicates, in project activities. CGEM referred to the second component of the project as "the second project." CGEM also expressed concern at not being invited to attend the presentations of the results of the gender audits and not bring informed of outcomes of these audits. Last but not least, they also explained that they do not understand the value of forming a steering committee for the project chaired by the Ministry of Labor so late in the life of the project. They also seemed rather unhappy about the Ministry chairing the committee of a project that they believed is "theirs." CGEM expressed their full support for the project but also explained that they need to continue to be fully integrated in the process of the audits and action plans to ensure eventual sustainability. CGEM is an important and valuable partner for entities wishing to address labor and labor issues in Morocco. However, it is important to set clear parameters for the partnership to manage expectations and avoid confusion.

The project has successfully linked stakeholders and jumpstarted infrastructure investment in one of the poorest neighborhoods in Casablanca. The project works with *Izdihar* association in Sidi Bernoussi to implement improvements in the infrastructure. As previously discussed, the overall rationale and the implementation approach of the community component require further fine tuning to ensure effectiveness and impact of the interventions. Nonetheless, *Izdihar* is committed to working with the project and has enumerated the value of the collaboration. *Wad3éyati* has also facilitated the working relationship between *Izdihar*, *Heure Joyeuse* and the *Prefecture* (local government) of Sidi Bernoussi. The project served as a good catalyst in bringing together various stakeholders at the community level to address the concerns of women workers. The project should focus on synthesizing these efforts and ensuring that they effectively address women worker's concerns and grievances.

The project did not work with workers' organizations, syndicates, women's groups or rights groups. At the beginning of the project, attempts were made to work with some groups but it never led to concrete joint activities. Working with different stakeholders should be considered by the project. According to the Ministry of Labor and Social Affairs it is important to engage all relevant stakeholders in the activities of the project.

*Wad3éyati* is well supported by the Moroccan government at the central level (MOESA) as well as at the district level (*Prefecture* level of Sidi Bernoussi). At the central level, MOESA supported the establishment of a steering committee for the project and held the first meeting to discuss the project and ways to move it forward. At the local level, discussions at the *Prefecture* during the course of the evaluation showed that the project enjoys the full support of the local government. At the central level, MOESA expressed the project's relevance to the national priorities of Morocco. They explained that they would like to be kept well informed of the project activities in order to consistently provide support when needed.

The project does not directly collaborate with other women's empowerment initiatives in Morocco. Although the revised project document stipulates AFEM as a direct beneficiary of project interventions, the project did not work with them. Nonetheless, project staff indicated that they may consider different means to engage AFEM in various project activities focusing on advocacy.

### **3.5.2 Communication and Coordination**

Project staff (former and current) explained that they enjoy a positive and fruitful working relationship with USDOL. The former Project Director, interviewed during the course of this evaluation, explained that the design mission was a useful step that helped all relevant parties to understand and agree on the important elements of the project and to develop a collective vision regarding project implementation. No issues were reported by donor or grantee regarding the relationship between the two parties. It will be necessary for the two to discuss about how to move the project forward as soon as possible. It will also be important to discuss how the mediation project would collaborate with *Wad3éyati* to ensure coordination and maximize benefits.

In terms of coordinating with other entities working on gender issues in Morocco, *Wad3éyati* is not directly working or coordinating with other organizations. However, as mentioned previously, all the work is being carried out by one technical staff member, making it very

difficult for the project to reach out and create partnerships or coordinate with other organizations. The project attempts to raise awareness concerning its work, with the support of the CGEM, and holds meetings with various entities such as USAID, *Bebes Du Maroc* CSO, and ANAPEC (employment offices) in order to constantly attempt to find possible opportunities for dialogue and discussion regarding the project and its activities.

The project developed a good website where news and information regarding project activities are posted. However, information about gender relations at the workplace is not shared widely. This is partially a result of an agreement that the project signed with enterprises at the beginning of the activities. While maintaining confidentiality of sensitive information is important and should be done, some of the information gathered can be collated and shared on a wide scale to encourage debate and discussion about how best to address gender gaps at the workplace in Morocco. The project could apply filters to sensitive information and share general data that can shed light on the problems or achievements.

## 3.6 IMPACT ORIENTATION AND SUSTAINABILITY

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### 3.6.1 Expected and Observed Results at Mid-Term

Despite the delays experienced by the project, several results could already be observed at mid-term. It is clear that the project has supported the work of the CGEM on increasing the importance and value of CSR within the different enterprises in Morocco. Work on gender equality is at the heart of the CGEM certificate, where gender is a cross cutting theme. Providing support to enterprises on practical steps to improve gender relations makes adherence to CSR concepts easier and more practical for them. Project activities (once the action plans are well developed and implemented) will likely contribute to improvements in work environment and work/life balance for women inside the different enterprises engaged with the project.

*Wad3éyati* also provides a model for community interventions built on the use of various tools such as research, validation, and mapping in order to build consensus around community problems and the best way to solve them or tackle them. It is important for the project to focus on playing the role of a catalyst between partners and to encourage advocacy efforts to solve community problems. Linking stakeholders and jumpstarting infrastructure investment in one of the poorest neighborhoods in Casablanca is already a positive contribution of the project. It is important for this model to be supported by ensuring that roles and responsibilities of the various actors are clear and well-known to other actors.

The project has the potential to empower women on several levels. On the level of enterprises, more equitable practices will be implemented which would help advance women's issues. Interviewed enterprises seemed very keen on finding solutions regarding work/life balance, which could have a profound impact on women's careers in the long run. Some enterprises also explained that working with the project changed their mindset regarding gender and other categories. One company explained that they do not tailor job posts depending on gender, but once they find a suitable candidate they make sure that the post is convenient and appropriate. This approach is also applied with people with disabilities. This is a positive change within a large enterprise for which the project is directly credited. Other potential results of the project will focus on parenthood and the ability of both men and women to enjoy time off when they have newborn children. Particularly in the case of women, several companies explained that

they are considering part-time work, work from home, or flexible hour models to support new mothers while they care for their young children in order to ensure that they continue to play an active role in the labor force. It will be important for the project to monitor these changes as they occur inside supported enterprises.

Although developing the skills of young women from modest backgrounds and neighborhoods is highly commendable, it is important to recognize that it might not be sufficient to improve their situation. Providing training to women from vulnerable backgrounds should be part of an overall strategy to empower them. This could be achieved by linking them with other service providers who could continue to support them. Nonetheless, when the nursery/preschool is operational it will have a positive effect on women in Sidi Bernoussi. This would be a model that could then be replicated inside the zone and outside of the zone.

### 3.6.2 Stakeholder Perception of *Wad3éyati*

Participating enterprises spoke highly of the process through which the gender audits are implemented. They explained that the gender audits are a good first step towards improving their practices. They also explained that the formation of a gender committee to support the work of the project is a positive step. It ensures that the concept of gender equality and equity is not only confined to the domain of human resources, but that various persons from different departments are informed and on board regarding changes within the company. This increases the value of changes that enterprises might introduce to their human resource policies. All interviewed enterprises asked for continuation and support during the coming phase of the project (development and implementation of action plans). Three out of four enterprises interviewed found the results of the gender audit to be fair and accurate and that they clearly represented the situation in their companies. One of the companies contested some of the findings of the gender audit, which is an important issue as other enterprises might not always agree with the findings. It is important for the project to develop an alternative strategy to continue working with enterprises when this happens.

At the community level, the project created good partnerships between stakeholders and increased collaboration between partners that traditionally do not work together. *L'Heure Joyeuse*, for example, explained that they had never worked in the area of Sidi Bernoussi, which is a difficult and very vulnerable area of Casablanca. Representatives from the CSO explained that working in this area through the project helped them create new partnerships with other associations and the local government. They also explained that they are considering opening a branch of the CSO in Sidi Bernoussi to continue rendering support to the women in this area.

For their part, the local government in Sidi Bernoussi explained that the project helped them better conceptualize and understand the problems facing women workers in the industrial area. Local government representatives explained that the study and the analysis conducted by the project helped them understand the key problems and start to develop appropriate solutions to address them. The *Prefecture des Arondissement de Sidi Bernoussi* explained that the *Know your Rights* helpline was very useful for spreading awareness to women about their rights. They also explained that the project support enabled them to hold awareness-raising activities, and inviting women workers helped the *Prefecture* reach a wide segment of workers in the industrial zone.

Trained women and girls spoke highly of the training they received. Although they don't think it was sufficient for employment, they maintained that they liked acquiring new knowledge about life skills. Mothers reported a change in their girls after attending life skills. They explained that the girls have become more open, speak better, and are more interested in life.

### 3.6.3 Project Sustainability and Scalability

The project does not have a sustainability plan or an exit strategy. It is important to develop one with clear targets and milestones to ensure that the project interventions are continued after its conclusion. Nonetheless, the design of the project and its interventions considers 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 advocacy and awareness-raising.

*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 developed by the project available and to support the collection of national and international best practices for sharing with enterprises. It will be also important to ensure that the toolbox includes lessons learned and best practices from the project itself and not only global best practices. The CGEM is particularly interested in developing a toolbox (as planned by the project) that would encompass the gender audit tool, best practices and lessons learned from the use of the gender audit as well as a how-to guide on the development and implementation of action plans. According to project documents, *Wad3éyati* also intends to work with the Chamber of Commerce and other business groups across the country. The project also provides supported firms with the tools that they can use to build and follow long-term plans.

According to project documents, the Ministry of Employment and Social Affairs has expressed interest in using best practices learned from the *Wad3éyati* project as a model methodology for a round of gender equity grants they are planning to launch next year. During the course of the evaluation they explained that they are hoping that the toolbox developed by the project will provide them with effective, results-oriented best practices that they can adopt or adapt. Project staff explained that they are searching for a local group that could be trained by the project on conducting gender audits or starting a certification project that could be sustained after the end of *Wad3éyati*. Project staff persons are already exploring the possibility with different CSOs and also with MOESA.

At the community level, the preschool is planned to be financially sustainable as a result of a mixed-income target population. With more wealthy families subsidizing the majority of the costs and a sliding fee scale for low-income families, the preschool will not rely on any outside subsidies.

To date *Wad3éyati* has focused on developing and testing the tools for its main activities, which focus on engaging enterprises and supporting them in promoting gender equality in the workplace. This particular project component could be scaled up and replicated in other industrial areas and perhaps even in other similar contexts across the Middle East and North Africa. This will require the development of a user-friendly Toolbox explaining the process and documenting best practices and lessons learned from project implementation. In terms of the community work, it still requires adjustments, the creation of linkages and the implementation of various activities to determine the success of the intervention.

## IV. MAIN CONCLUSIONS

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*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. The project activities at the enterprise level support the work of the CGEM, the largest employers' organization in Morocco. The CGEM provides a certificate to enterprises on CSR. The project helped many certified companies continue to embrace concepts of CSR by providing them with a tool that can help them adjust their human resource policies to be more gender equitable.

The project has two components: one focusing on enterprises and the second focusing on activities at the community level. The project has selected the industrial area of Sidi Bernoussi to implement its activities. 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 are not engaged in the activities of the project. Moreover, the findings from the needs assessment are not yet adequately addressed by the project. There is a need to ensure that the priority needs of the identified target groups are addressed by project interventions.

At mid-term the project has achieved few of its intended results and expected outcomes for two main reasons. First, the project has been implemented by only one technical staff member, which is the Project Director. The lack of adequate staffing for the project has been a key impediment to achieving its planned activities. The project is supposed to engage fifty RSE firms in Morocco to promote gender equality. However, at mid-term only twenty two have been engaged and half of these are not RSE firms. The project has completed only four comprehensive gender audits out of an expected fifteen (for RSE firms). It is critical for the project to hire an adequate number of competent staff (minimum of two full-time staff supervised by a Project Director) to ensure the timely implementation of project activities. It is equally important for the project to clarify its intended targets. A discussion about whether the project can/should work with RSE and non-RSE firms should take place between donor and grantee and indicators or implementation strategies should be amended in light of the outcomes of these discussions.

In addition to the shortage of staff for project implementation, activities were delayed as the project needed to develop the necessary tools that are relevant to the context. In addition, gender audits are a new concept in Morocco and explaining the value of the audits required time and effort. Moreover, the human resource systems in many companies are not automated, which made it a time consuming process for enterprises to collect the required data to conduct the gender audits.

The project should focus on building scalable models that can be replicated elsewhere in Morocco and in similar contexts. This would require the project to reconsider its implementation strategy and the logic for each of its activities. The project should address the needs of men as well as women to ensure that a holistic gender equity approach is adopted by the enterprises. For their part, enterprises should be more involved in the project activities at the community level. This could be part of promoting their CSR activities.

Although the project has experienced delays, there are some positive results that were observed at mid-term. In particular, the project's success in bringing together several stakeholders to address women worker's problems is an approach that would also support the sustainability efforts of the project. *Wad3éyati* has also contributed to changing the mindset within some enterprises regarding key issues of gender equality.

Many of the project's activities could be continued after the life of the project without necessarily requiring access to funding. However, this requires that the project builds 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.

## V. LESSONS LEARNED AND GOOD PRACTICES

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- Timely implementation of project activities requires the availability of adequate and competent staff and management arrangements.
- Working with enterprises is time consuming and requires a certain caution and experience. This is particularly the case when many of the activities with enterprises involve changing policies and mindsets of management. This requires strong skills in analysis and advocacy. It is also a time consuming process that requires the development of business-appropriate messages and approaches.
- Gender audits help enterprises better understand their situation and allow them to reflect and self-assess their policies and approaches.
- Working on human resources can advance women elsewhere (support for women to run for election in enterprise representation).
- Forming a gender committee at the enterprise level helps expand knowledge about gender equality beyond human resources into various other departments within the enterprise, thus creating collective ownership of the problems and subsequent suggested solutions and action plans.
- Taking into consideration the requirements of enterprises and business owners can support the project's work at the community level.
- Creating partnerships amongst various stakeholders within the community increases the potential for the sustainability of project interventions.
- Sometimes it is important to plan the timing of evaluations in relation to project achievements. For example, according to the project's M&E plan, the majority of activities and interventions are taking place during quarter 4 of year 2. Having an evaluation prior to that date makes it difficult to assess what the project has actually done, when the implementation plan always included spending a long duration to set the groundwork on key activities that need to happen first.

## VI. RECOMMENDATIONS

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### 6.1 Key Recommendations

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1. Ensure the hiring of adequate and competent staff (at least two full-time staff members managed by a Project Director) to support the timely implementation of project activities.
2. Review project objectives and planned activities, and create the necessary linkages between the different components in order to increase the coherence and internal logic of project interventions.
3. Review the PMP and consider whether the number of indicators requires adjustment (number of community scans) and whether some could be adjusted or dropped altogether (mediation indicators). Consider the development of a project database to help with reporting on indicators and ensure that all project documents reflect the same targets (at present some refer to fifty firms as a target for gender audits and others refer to fifteen).
4. Develop a clear exit strategy which clearly determines the roles and responsibility of each stakeholder following the end of the project. (There is a need for better communication amongst the stakeholders so that when project pulls out, the stakeholders can continue.) Clarifying the roles and responsibilities of stakeholders should be part of the sustainability and exit strategy.
5. Build the capacity of partners, particularly CSOs, on key concepts such as advocacy and project management. This would help guide them when the project ends.
6. It is important to clarify whether the project should be working only with RSE firms or also non-RSE firms, and whether this matters at all.

### 6.2 Other Recommendations

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1. Increase clarity regarding the role of each stakeholder and manage partnerships in a way that ensures cohesion and reduces confusion.
2. Support enterprises in developing terms of reference for the gender committees. This will help enterprises continue to implement project activities after its conclusion.
3. Project messages and gender audits should focus on “gender” and not solely on “women.” Project activities should include attention to the grievances of men as well as women.
4. Work on providing recognition or showcasing the companies that go through the gender audit process. The model needs to speak to the business mindset and include a value-added for companies.

5. Consider training an entity such as *Bebes du Maroc* on the use of the tool; perhaps they can then continue to use it after the end of the project. The gender audit tool should be available to all stakeholders equally. Investigate how some stakeholders could play a role in the current project activities and for sustainability purposes.
6. Good practices should include lessons learned from the project implementation process and not only benchmarking from international experience.

## ANNEX A: Overview of Project Progress

Area	Performance Indicator	Status
<b>Development Objective:</b> Increased gender equality at work in Morocco with respect to hiring, promotions and training in supported Firms and selected Communities.	50 firms engage in promoting gender equality at work by joining the project.	22 firms have joined or expressed interest in joining
	Gender equality at work toolbox is available for firms.	Will commence in Q4 of year 2
	Women workers needs' assessments are available in selected communities.	1 assessment conducted
	A consultative body is created.	Completed
	Morocco's Gender Gap Status Improved	Ongoing
<b>Immediate Objective 1:</b> Firms measurably enhance gender equality in the workplace including adoption/implementation of gender equality norms and increased use of mediation.	70% of RSE supported firms improve their scores on project gender equality scale.	Assessment in Q4 year 2
	60% of firms beyond RSE supported firms that are reached by project campaign engage in gender equality process.	Assessment in Q4 year 2
<b>Output 1.1:</b> Gender action implemented in supported firms.	15 RSE firms are supported by the project	On-target 7 supported at mid-term
	100% of RSE supported firms identify gender gaps and opportunities to improve gender equality in HR management.	4 gender audits completed (with identified gender gaps) Preparation of 3 reports ongoing
	70% of RSE supported firms provide adequate working conditions to all women employees in line with legal requirements.	Assessment in Q4 year 2
	70% of RSE 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.	Assessment in Q4 year 2
	70% of RSE supported firms review their communication to promote effective gender equality.	Assessment in Q4 year 2
	50% of RSE supported firms engage in enhancing women's participation in corporate governance bodies, decision organs and workers representative bodies.	Assessment in Q4 year 2
<b>Output 1.2:</b> Mechanisms to solve conflict between management and workers enhanced in supported firms.	30% of firms attending trainings on mediation enhance problems solving/dispute resolution mechanisms after trainings.	Delayed
<b>Output 1.3:</b> Awareness on Gender equality and Benefits to	50 firms are reached by project campaign.	22 firms reached

Area	Performance Indicator	Status
Firms and Workers Expanded.	50% of firms reached by project campaign use the gender equality in firms tool box developed.	Toolbox will be developed in Q4 of year 2
	100% of requesting firms received guidance to improve their score on gender equality.	Assessment in Q4 year 2
<b>Immediate Objective 2:</b> Women's economic participation is facilitated by an increased knowledge of their labor rights and an improved infrastructure in selected communities.	Selected communities invest in improving coverage/availability of support for working women in at least 2 of the top 3 opportunities for improvement areas identified.	On-going
<b>Output 2.1:</b> Local actors formally adopt the recommendations of the assessments.	70% of local actors formally adopt recommendations of the assessments.	On-going
<b>Output 2.2:</b> Local actors collaborate in the implementation of priority recommendations.	2/3 of the top priorities related to better access and retention of women workers to workplace are supported.	On-going
<b>Output 2.3:</b> Young women that have been trained enter the work force.	70% of supported young women find jobs.	25% have found employment (under achieved)
<b>Output 2.4:</b> Awareness on labor rights improve working conditions of supported women.	70% of targeted women workers within supported neighborhoods are aware of labor rights.	Difficult to assess.

## ANNEX B: Evaluation Terms of Reference

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### TERMS OF REFERENCE

for the  
**Independent Interim Evaluation**  
of the  
**Wad3éyati Project: Acting for Gender Equality**  
in  
**MOROCCO**

<b>Cooperative Agreement Number:</b>	IL-25260-14-75-K
<b>Financing Agency:</b>	U.S. Department of Labor
<b>Grantee Organization:</b>	Management Systems International
<b>Dates of Project Implementation:</b>	31 December 2013 – 30 December 2016
<b>Type of Evaluation:</b>	Independent Final Evaluation
<b>Evaluation Field Work Dates:</b>	October 19-30, 2015
<b>Preparation Date of TOR:</b>	August 2015
<b>Total Project Funds from USDOL Based on Cooperative Agreement:</b>	US \$998,384

#### Vendor for the Evaluation Contract:



*Sistemas, Familia y Sociedad*  
*Consultores Asociados*

## Acronyms

AFEM	<i>Association des femmes chefs d'entreprises du Maroc</i>
CEACRILO	Committee of Experts on the Application of Conventions and Recommendations
CGEM	<i>Confédération générale des entreprises du Maroc</i>
COR	Contracting Officer's Representative
CSO	Civil Society Organization
GES	Gender Equality Scale
ILAB	USDOL International Labor Affairs Bureau
ILO	International Labor Organization
ILS	International Labor Standards
ISO	International Organization for Standardization
MSI	Management Systems International
OTLA	Office of Trade and Labor Affairs
PMP	Performance Monitoring Plan
SFS	Sistemas, Familias y Sociedad
SME	Small and Medium Enterprises
TAC	Technical Assistance and Cooperation
TOR	Terms of Reference
TPM	Team Planning Meeting
TPR	Technical Progress Report
USDOL	U.S. Department of Labor

## 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<sup>6</sup>

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.

Four million strong, 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.

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.

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<sup>6</sup> 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/>

- The Labor Code does not cover activities which are mainly occupied by women such as domestic services, non-paid activities in the agricultural sector (family workers) or the purchase of land.
- 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 media, women are confined to cooking and beauty shows.

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*<sup>7</sup>

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 will run through December 30, 2016.

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:

- Women workers and women, aged between 15 and 30, in search of employment within the selected communities, with a focus on semi-skilled or unskilled women workers and young women. 750 women will be working in 50 firms participating in the project and 400 women living at the *arrondissement* of Sidi Bernoussi in Casablanca will be made aware of their workers' rights.
- Six 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

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<sup>7</sup> Adapted from the *Wad3éyati* Project Document and TPRs

certified in Corporate Social Responsibility will receive assistance in moving towards greater gender equality and socially responsible business practices. Project assistance to firms will include annual benchmarking of gender gaps; support to improve HR management procedures with specific language on gender equality regarding their recruitment policy, remuneration policy and staff career assessment; support to enhance women's participation in governing bodies; support to provide flexible work conditions that benefit women, and improvement of corporate communications with employees.

- Some member firms of the *Association des femmes chefs d'entreprises du Maroc* (AFEM) in order to replicate and extend the assistance to Small and Medium Enterprises (SMEs).
- 750 women working within participating firms, at all personnel levels:
  - Management, which involves supervision of a unit or equivalent responsibilities,
  - Professional/technical non-manager,
  - Semi-skilled or unskilled women workers.

The indirect beneficiaries are:

- 380 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. The 15 firms supported directly by the project contain at least 2,000 employees.

Unions and ministries, even if they are involved in the framework of the project, are not considered part of *Wad3éyati*'s target beneficiaries. Baseline data regarding working conditions captured by the project will provide inputs to enhance their strategies.

*Wad3éyati*'s strategy for increasing gender equality at work in Morocco focuses on:

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 adoption/implementation of gender equality norms and increased use of mediation.
  - 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. The rigorous certification program incorporates internationally recognized International Organization for Standardization (ISO) 2600 precepts for enhancing firm quality and competitiveness, while also focusing on social responsibility issues of particular concern in Morocco.

*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. Besides *Wad3éyati* will work with supported firms that are interested in introducing or making greater use of mediation to resolve work place 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 the firm provides, hiring practices and promotions.

2. 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 at least 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.

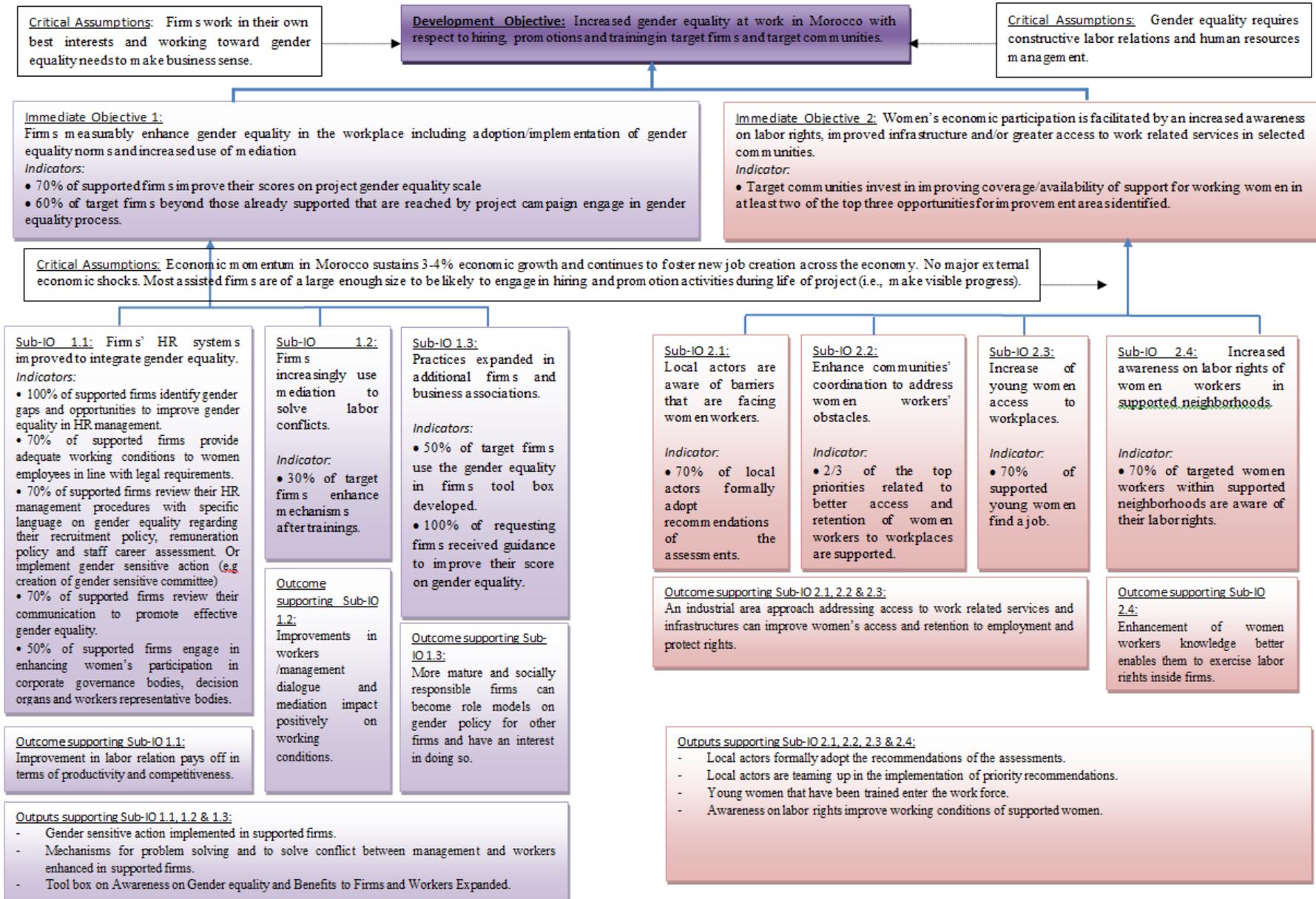
Initial assessment will be conducted in the community of Sidi Bernoussi, using collaborative approaches that involve women workers as well as local authorities, private sectors, CSOs and services providers, in order to identify and address priority issues that deter women from working or represent difficult 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.<sup>8</sup> 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 following Results Framework highlights the project’s main expected outcomes and objectives:

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<sup>8</sup> 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.

## Wad3éyati Results Framework



## II. Purpose and Scope of Evaluation

As per USDOL Management Procedure Guidelines, OTLA-funded projects are subject to independent interim and final evaluations. The expected date for the *Wad3éyati* interim evaluation is August/September 2015.

### Interim Evaluation Purpose and Scope

The Interim Evaluation will assess and evaluate the project's implementation for the first two years, providing insight on to what extent the project design has been (logically) valid and relevant to the target groups' needs and priorities, as well as which aspects of the project have been effective and determining whether the project is on track towards meeting its goals and objectives. The evaluator may also identify further points of importance during the mission that may be included in the analysis as appropriate.

The evaluation will focus on the areas of project relevance, effectiveness, efficiency, impact and sustainability. Specifically, the evaluator should examine:

1. Assess the validity of the project design, objectives, strategy and assumptions as well as its relevance to the issue of gender and labor rights in Morocco.
2. Assess whether activities are being implemented in accordance with the project design. Identify the key strengths and weaknesses of the infrastructure, training and awareness raising services provided by the project in terms of targeting, quality of design, and application.
3. Determine whether the project is meeting its objectives and identify the challenges and/or successes encountered in doing so. Analyze the factors that may be contributing to these successes and challenges, including (a) factors that the project is able to influence and (b) external factors beyond the project's control. This may include stakeholder buy-in, support and participation in the project as well as barriers and opportunities to successful implementation.
4. Describe the results of the project by the date of the evaluation, at institutional and community level, including the intended and unintended effects accrued to the target groups. This includes any expected, or unexpected, effects that the intervention has on gender relations.
5. Assess the steps taken by the project to mainstream project activities and the efforts by local stakeholders to replicate/continue project activities. Recommend actions to increase sustainability before project phase-out.
6. Identify any promising practices with the possibility of replication or scale-up in size or scope, either in Morocco (other regions/sectors) and/or in the MENA region as a model for promoting greater gender equity. Discuss the possibilities of doing so in light of minimal resources.
7. Provide recommendations to guide the project on how to best measure and report outcomes so that by the end of the project, possible future replication can be based on strong evidence demonstrated throughout the project implementation. Recommendations should also identify any adaptations needed to the project strategy in order to increase the gender-responsiveness of the intervention.

The evaluation will identify any specific implementation areas that may benefit from adjustments to ensure the project can be as successful as possible during its remaining period of performance. Recommendations for changing course should be provided for those interventions that have posed challenges or failed to deliver results.

The evaluation will also assess and make recommendations according to the extent which the project has started to take steps toward sustainability, ensuring that the project's approaches and benefits continue

after the completion of the project, including sources of funding and partnerships with other organizations.

The scope of the interim 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 time of evaluation fieldwork should be considered. The evaluation will focus data collection primarily on selected project documents and reports and interviews with key project personnel, partners, and stakeholders in Morocco. The project will be evaluated through the lens of a diverse range of stakeholders that participate in and are intended to benefit from the project's interventions.

The specific evaluation questions, listed below, may also be adjusted if needed as determined by the stakeholders and evaluator prior to the fieldwork. The evaluator may also identify further points of importance during the fieldwork that may be included in the analysis as appropriate.

### **Intended Users**

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. Evaluators may add, remove, or shift evaluation questions, but the final list will be subject to approval by USDOL.

#### **Validity and relevance of project design**

1. To what extent is the project's design logical and coherent? Are the objectives/outcomes, targets and timing realistically set?
2. Assess the sufficiency of the needs analysis that was carried out at the beginning of the project's design and implementation. Were the project design assumptions based on reason/experience, and were external factors that influence the implementation of the project sufficiently taken into consideration?
3. To what extent are the project's immediate objectives consistent with the needs identified at the beginning for the project's direct and indirect target groups? Have the needs of these stakeholders changed since the beginning of the project in a way that affects the relevance of the project or its interventions?

#### **Project monitoring and data collection**

4. Is the project's performance plan (PMP) and the associated monitoring system practical, useful, sufficient and cost effective for project management? What problems have been encountered with PMP and project indicators? Collection of data? Reporting? Do the project indicators and milestones/targets need to be revised/ refined to better capture the project's impact on gender relations?
5. How is the gathered data used? How could it be used better? Is information collected and analyzed that assess the effects of an intervention on gender relations?

6. Is data collection (e.g. databases) appropriate to capture gender-related information? Are special budget provisions for gathering gender-responsive information necessary? Are sufficient capacities in place for gathering gender-responsive information and conducting gender analysis?
7. Did community-based partners find that the survey done to identify issues that women in the Sidi Bernoussi community are facing was a useful tool? Do they think it accurately represents the concerns of women in the community?

### **Project progress and effectiveness**

8. How do other labor-related or women's empowerment initiatives (e.g., ILO, USDOL, USAID, other) and organizations in the country interact with the project's interventions, and how do they affect implementation and outcomes?
9. What is the level of commitment of the government, the workers' and employers' organizations to interact with the project? How has their commitment and participation (or lack thereof) affected its implementation?
10. Did businesses that are doing gender audits feel that the analysis of their internal data was fair and representative of the company, and allowed them to pinpoint specific areas for growth as it relates to gender equity? Were the recommendations a good fit for the company and were they specific, doable and measurable? Did they provide good possible solutions for problems in the gender audit?

### **Efficiency of resource use**

11. Have resources been used efficiently? To what extent are planned activities being implemented on time and within budget to the target groups, in relation to the original project document and to subsequent work plan(s)? Briefly discuss what impediments have arisen, how they were overcome, and at what cost.
12. Is the project using or sharing its materials with other projects, organizations, or partners or incorporating existing materials where appropriate?

### **Effectiveness of management arrangements**

13. Does the project receive adequate political, technical and administrative support from its national and international partners?
14. How effective is the communication between the project team, its regional and global headquarters, and the donor (i.e. USDOL)? How could the relationship between USDOL and the project's technical team be improved?
15. Has the project established mechanisms to share knowledge related to gender equality?
16. Did businesses doing gender audits and community-based partners find that the *Wad3éyati* staff was prompt and professional in their communication?

### **Impact orientation and sustainability**

17. What can be said about the commitment of project stakeholders to continue delivering the services offered or using the knowledge/tools acquired during the project? To what extent will they continue carrying out activities started by the project after the project ends and without USDOL funding? What will it take for them to continue applying the skills gained or undertaking the activities in the future?
18. Did businesses doing gender audits find that their participation in the project was beneficial, making a positive difference for female staff and preparing the company to better promote gender

equity? Would they recommend participation to other companies?

19. Is there a good framework in place for the gender equity committee to be able to move forward and make changes in the near future?
20. Do community-based partners feel that the preschool is on track to succeed? If yes, what will be important to keep on track for success? If no, what changes do they think need to be made? Has the project facilitated partnerships that would not have happened otherwise? How important is the project's ongoing involvement?

### 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 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:

4. Methods of data collection and stakeholder perspectives will be triangulated to the greatest extent possible.
5. Gender and cultural sensitivity will be integrated in the evaluation approach.
6. 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. Interim Evaluation Team

The evaluation team will consist of:

1. The international evaluator: Ms. Nahla Hassan
2. 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
- Status reports and Technical Progress Reports to USDOL
- Workplans
- 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. Team Planning Meeting

The Evaluator will conduct by phone a team planning meeting (TPM) with the USDOL and MSI. The objective of the TPM 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:

- Business partners: CGEM, AXA, Marocaine des jeux et des sports, Sanofi, Novec
- Community partners: Izdihar, L'heure Joyeuse, Division de l' action Sociale Préfecture des

arrondissements de Sidi Bernoussi, Association of Women Entrepreneurs of Morocco, General Confederation of Moroccan Firms, Federal Mediation Conciliation Services

- Government partners: Ministère de l'emploi et des affaires sociales, Minister of Solidarity, Women, Family and Social Development
- International Organizations: ILO, USAID, UNDP, International CSOs working on women's issues
- Project participants (the women)

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:** Project documents indicate that the project is working in the industrial area of Sidi Bernoussi. A sample of firms in this area will be decided in collaboration with project team. All efforts will be made to ensure that a selection of firms and communities where the project faced success and challenges are equally represented.

**Criteria for sampling interviewees/beneficiaries:** A random sample of project beneficiaries will be selected.

**Data collection methods:** The evaluation fieldwork will be qualitative and participatory in nature. The evaluation will be carried out through a desk review and field visit to the project sited in Morocco for consultations with MSI management and staff, as well as other relevant implementing partners, beneficiaries and other key stakeholders. Consultations with relevant units and officials in the USA and Cairo will be done and the method for doing so will be decided by the evaluator. The independent evaluator will review inputs by stakeholders involved in the project.

Data will be collected through focus group discussions and in-depth interviews.

**Other relevant issues:** This is not a formal impact assessment. Findings for the evaluation will be based on information collected from background documents and in interviews with stakeholders, project staff, and beneficiaries.

### 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, communities, and 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 September 29, 2015. 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.

<b>Task</b>	<b>2015 Date(s)</b>
Draft TOR submitted to USDOL	Mon, Aug 10
Input received from USDOL and MSI on Draft TOR	Fri, Aug 14
Evaluator submits Methodology/Sampling Plan to SFS	Wed, Aug 19
Evaluator submits List of Stakeholders/Interviewees for MSI feedback	Wed, Aug 19
Evaluator submits Question Matrix	Mon, Aug 24
SFS submits Question Matrix and Suggested Itinerary to USDOL and MSI	Mon, Aug 24
TOR Finalized	Wed, Sept 16
Evaluator submits Suggested Itinerary	Fri, Sept 18
Logistics Call	Wed, Sept 23
Finalize Field Itinerary and Stakeholder List for Workshop	Wed, Sept 30
Cable Clearance Request sent to USDOL	Thurs, Oct 1
Contract signed by Evaluator	Fri, Oct 2
Evaluator interviews USDOL	Wed, Oct 7
Fieldwork	Oct 19 - 30
Stakeholders Meeting	Mon, Nov 2
Post-fieldwork Debrief Call with USDOL	Tues, Nov 10
Draft Report sent to SFS for quality review	Wed, Nov 18
Draft Report to USDOL and MSI for 48 hour review	Tues, Nov 24
Draft Report sent to USDOL, MSI and stakeholders for comments	Mon, Nov 30
Comments due to SFS	Mon, Dec 14
Revised Report sent by Evaluator to SFS for quality review	Fri, Dec 18
Revised Report sent to USDOL	Wed, Dec 23
Approval from USDOL to Copy Edit/Format Report	Fri, Jan 8
Final Report sent to USDOL	Fri, Jan 22

## 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 C: Data Collection Matrix

TOR Question	Methodology	Data Source(s)/ Means of Verification	Stakeholders to Interview	Relevant Desk Review Documents
<b>A. Validity of Project Design</b>				
1. To what extent is the project's design logical and coherent? Are the objectives/outcomes, targets and timing realistically set?	Review of documents and meetings	Project documents (PMP – Logical framework – implementation plan)	Project Director Project M&E officer	Project documents (PMP – Logical framework – implementation plan)
2. Were the assumptions based on reason/experience, and were external factors that influence the implementation of the project sufficiently taken into consideration?	Review of documents and meetings/Context analysis	Project documents (PMP – Logical framework – implementation plan)	Project team Government Business Partners CSOs/community organizations	Project documents (PMP – Logical framework – implementation plan)
3. Is the project's performance plan (PMP) and the associated monitoring system practical, useful, sufficient and cost effective for project management?  What problems have been encountered with PMP and project indicators? Collection of data? Reporting?	Desk review of monitoring & evaluation data	TPRs	Project Director Project M&E officer	All M&E documents and TPRs
4. How is the gathered data used? How could it be used better?	Desk review/analysis		Relevant M&E staff (Morocco and USA)	All M&E documents and data collection forms
5. Is data collection (e.g. databases) appropriate to capture gender-related information?  Are special budget provisions for gathering gender-responsive information necessary?  Are sufficient capacities in place for gathering gender-responsive information and conducting gender analysis?	Desk Review/meetings		Project Director MSI Director M&E staff	M&E reports/ database/ budget/project organigram and staffing

TOR Question	Methodology	Data Source(s)/ Means of Verification	Stakeholders to Interview	Relevant Desk Review Documents
<b>B. Relevance and Strategic Fit</b>				
6. Was a sufficient needs analysis carried out at the beginning of the project's design and implementation?	Desk review / KII /FGDs	Any baseline or needs assessment conducted – meeting minutes with government	Project staff Project Stakeholders (Government – businesses – women themselves – CSOs)	Available project documents / KII & FGD responses
7. Do the project indicators and milestones/targets need to be revised/ refined to better capture the project's impact on gender relations?	Desk review and meetings	Review of project indicators	Project director / MSI director /M&E staff	M&E documents and data collected
8. How does the project strategy need to be adapted to increase the gender-responsiveness of the intervention?	Desk review and meetings/Gap analysis of project progress to date		Project director / MSI director /M&E staff USDOL	Project document Project implementation strategy TPRs
9. To what extent are the project's immediate objectives consistent with the needs identified at the beginning for the project's direct and indirect target groups?	Desk review / KII /FGDs	Any baseline or needs assessment conducted – meeting minutes with government	Project staff Project Stakeholders (Government – businesses – women themselves – CSOs)	Available project documents / KII & FGD responses
10. Have the needs of these stakeholders changed since the beginning of the project in a way that affects the relevance of the project or its interventions?	Desk review / KII /FGDs	Any baseline or needs assessment conducted – meeting minutes with government	Project staff Project Stakeholders (Government – businesses – women themselves – CSOs)	Available project documents / KII & FGD responses
<b>C. Project Progress and Effectiveness</b>				
11. Is the project on track to complete its targets according to schedule?  If not, what obstacles to achievement have been presented by:  (a) factors that the project is able to influence and (b) external factors beyond the project's control?	Review of documents / KII / meetings		Project Director M&E officer Government (for obstacles) CSOs (women organizations)	PMP TPRs

TOR Question	Methodology	Data Source(s)/ Means of Verification	Stakeholders to Interview	Relevant Desk Review Documents
12. How do other labor-related or women's empowerment initiatives (e.g., ILO, USDOL, USAID other) and organizations in the country interact with the project's interventions, and how do they affect implementation and outcomes?	KII / meetings		Project Director MSI Director ILO USDOL USAID US embassy in Morocco	Review of any available documents collected in the country
13. What is the level of commitment of the government, the workers' and employers' organizations to interact with the project?  How has their commitment and participation (or lack thereof) affected its implementation?	KII / review of ant emails	Any decisions taken by government / attendance records of meetings and events	Project Director Project coordinators /partners Government Workers' organizations Businesses Employers' organizations	
14. What are the key strengths and weaknesses of the infrastructure, training and awareness raising services provided by the project in terms of targeting, quality of design, and application?	Review of material/feedback from stakeholders/ FGDs		Project beneficiaries/ Participants (women themselves and businesses)	Feedback from beneficiaries
<b>D. Efficiency of Resource Use</b>				
15. Have resources been used efficiently?  Have activities supporting the strategy been cost effective?  Could the same (or better) results be achieved with fewer or different resources?	Review of documents		Project Director Admin & Finance staff	Project budget Project expenditures
16. To what extent are planned activities being implemented on time and within budget to the target groups, in relation to the original project document and to subsequent work plan(s)?  Briefly discuss what impediments have arisen, how they were overcome, and at what cost.	Review of documents		Project Director Admin & Finance staff	Project budget Project expenditures

TOR Question	Methodology	Data Source(s)/ Means of Verification	Stakeholders to Interview	Relevant Desk Review Documents
17. Is the project using or sharing its materials with other projects, organizations, or partners or incorporating existing materials where appropriate?	Review of documents		Project Director Admin & Finance staff	Project budget Project expenditures
<b>E. Effectiveness of Management Arrangements</b>				
18. Does the project receive adequate political, technical and administrative support from its national and international partners?	Meetings		Project team in Morocco Project team USA Project support unit (regionally) Government	Any available documents
19. How effective is the communication between the project team, its regional and global headquarters, and the donor (i.e. USDOL)?  How could the relationship between USDOL and the project's technical team be improved?	Meetings/analysis		Project Director MSI Director (morocco) MSI HQ USDOL	Any exchange of emails
20. Has the project established mechanisms to share knowledge related to gender equality?	Meetings/analysis		Project Director MSI Director (morocco) MSI HQ USDOL	Any exchange of emails
<b>F. Impact Orientation and Sustainability</b>				
21. What expected effects does the intervention have on gender-relations?  What unexpected effects does the intervention have on gender-relations?  Is information collected and analyzed that assess the effects of an intervention on gender relations?  What are possible long-term effects on gender equality?	KII & Stakeholders' meeting (for the first two questions)  Desk review for last 2 questions		All possible stakeholders/ Stakeholders meeting	M&E system Data Collection forms Reports

TOR Question	Methodology	Data Source(s)/ Means of Verification	Stakeholders to Interview	Relevant Desk Review Documents
<p>22. Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?</p> <p>If so, has the strategy been adjusted?</p>	Meetings		All possible stakeholders/ Stakeholders meeting	M&E system Data Collection forms Reports
<p>23. What can be said about the commitment of project stakeholders to continue delivering the services offered or using the knowledge/tools acquired during the project?</p> <p>To what extent will they continue carrying out activities started by the project after the project ends and without USDOL funding?</p> <p>What will it take for them to continue applying the skills gained or undertaking the activities in the future?</p>	Desk review / meetings		Government Businesses Workers' organizations' Employers' organizations	Project document Exit strategy Sustainability
<p>24. Is the project scalable?</p> <p>Can/should the project be expanded to reach women workers and women who seek to be economically active in other regions within Morocco? If so, in what ways and with what (minimal) resources? What are the promising practices (if any) that should be replicated in other (similar) contexts?</p>	Analysis / meetings		Government Businesses Workers' organizations' Employers' organizations	Any available documentation

## **ANNEX D: List of Documents Reviewed**

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- 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 E: Field Data Collection Schedule

Fieldwork Dates: October 18 – November 3, 2015

Date	Organization	Location
<b>Sunday October 18</b>		Arrive Rabat
<b>Monday October 19</b>	MSI	Rabat
	Former MSI	
<b>Tuesday October 20</b>	AXA AXA CGEM RSE US General Consulate	Casablanca
<b>Wednesday October 21</b>	Association Heure Joyeuse	Casablanca
	Focus group in Sidi Bernoussi	Casablanca
	Prefecture Sidi Bernoussi	Casablanca
<b>Thursday October 22</b>	MSI MSI	Rabat
<b>Friday October 23</b>	Izdihar	Sidi Bernoussi – Casablanca
	Izdihar	
<b>Monday October 26</b>	Novec	Rabat
	USAID Morocco	Rabat
	MSI	Rabat
<b>Tuesday October 27</b>	Anapec Bebes du Maroc	Rabat Rabat
<b>Wednesday October 28</b>	Sanofi	Casablanca
<b>Thursday October 29</b>	Ministry of Employment	Rabat
<b>Friday October 30</b>		Rabat
<b>Monday November 2</b>		Casablanca
	Maroc Jeux et Sports	Casablanca
<b>Tuesday November 3</b>		Depart Casablanca to Cairo

## **ANNEX F: Stakeholder Workshop Participants**

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The Stakeholder Workshop was held in Casablanca on Monday, November 2, 2015.

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