

Case study report: Morocco

**Final evaluation of the UN Women's regional MENA programme: ‘Men and Women for Gender Equality’**

14 June 2022

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Contents

[Acronyms 3](#_Toc101541699)

[Background and context 5](#_Toc101541700)

[Scope and Purpose 7](#_Toc101541701)

[Research Methodology 7](#_Toc101541702)

[Limitations 8](#_Toc101541703)

[Strength of Data 8](#_Toc101541704)

[I: Relevance 8](#_Toc101541705)

[EQ 1. To what extent are UN Women’s MWGE interventions aligned with regional and country contexts and addressing the priorities of stakeholders? 8](#_Toc101541706)

[EQ 2. To what extent did UN Women’s MWGE programme adapt to changing contexts? 11](#_Toc101541707)

[EQ 3. What is the comparative advantage of UN Women in leading the MWGE programme? 12](#_Toc101541708)

[EQ 4. How relevant were the programme intervention logic and Theory of Change (ToC)? 12](#_Toc101541709)

[III: Effectiveness and impact 13](#_Toc101541710)

[EQ 5. To what extent has the MWGE programme contributed to behaviour and policy change, institutional and national capacity development, information and knowledge sharing, to promote GEWE [gender equality and women’s empowerment] across different settings? 13](#_Toc101541711)

[Efficiency 20](#_Toc101541712)

[EQ 6. Has MWGE been efficient, achieving high-impact work in a cost-effective way, while using processes and systems to enable sufficient resources are made available in a timely manner to achieve planned results? 20](#_Toc101541713)

[IV: Gender and Human Rights 21](#_Toc101541714)

[EQ 7. To what extent was a human rights-based and gender transformative approach incorporated in the design and implementation of the programme? 21](#_Toc101541715)

[V: Sustainability 22](#_Toc101541716)

[EQ 8. What are the indications that MWGE’s interventions and approaches will be sustained? 22](#_Toc101541717)

[VI: Evidence, learning and knowledge management 22](#_Toc101541718)

[EQ 9. How is the programme generating, utilising and sharing lessons and knowledge? 22](#_Toc101541719)

[Lessons Learned 23](#_Toc101541720)

[Conclusions 24](#_Toc101541721)

[Recommendations 25](#_Toc101541722)

List of Figures

[Figure 1: Evaluation phases for Morocco 7](https://itadltd.sharepoint.com/sites/msteams_0360dd_073370/Shared%20Documents/General/Implementation%20stage/Main%20report/Main%20report%20V3/MWGE%20Morocco%20Case%20study%20-%2029.04.22%20tracked.docx#_Toc102137898)

[Figure 2: Average percentage change in positive attitudes 15](#_Toc102137899)

[Figure 3: Average percentage change in behaviour 16](#_Toc102137900)

Acronyms

AMDF Association Marocaine pour les Droits des Femmes

AMI Association Migration Internationale

BIAM Because I Am a Man

CBO Community-Based Organisation

CEDAW Convention on the Elimination of All Forms of Discrimination against Women

CERFI Center for Women’s Studies in Islam

CO Country Office

CSO Civil Society Organisation

FGD Focus Group Discussion

GBV Gender-Based Violence

GEMS Gender-Equitable Men Scale

GEWE Gender Equality and Women’s Empowerment

HCP High Commission for Planning

ICRAM Initiative Concertée pour le Renforcement des Acquis des Marocaines

IMADEL Moroccan Institute for Local Development

IMAGES International Men and Gender Equality Survey

ISIC Higher Institute of Information and Communication

KII Key Informant Interview

LNOB Leave No One Behind

M&E Monitoring and Evaluation

MENA Middle East and North Africa

MoH Ministry of Health

MoU Memorandum of Understanding

MSWFSD Ministry of Solidarity, Women, Family and Social Development

MTR Midterm Review

MWGE Men and Women for Gender Equality

NGO Non-Governmental Organisation

OECD/DAC Organisation for Economic Co-operation and Development’s Development Assistance Committee

ONVEF National Observatory on Violence Against Women

PCM Project Cycle Management

QDM Quartiers du Monde

ROAS Regional Office for Arab States

SCG Strategic Consultative Group

Sida Swedish International Development Cooperation Agency

ToT Training of Trainers

UN United Nations

UN Women United Nations Entity for Gender Equality and Empowerment of Women

USD United States Dollar

VAW Violence Against Women

Background and context

This country case study report is part of the final evaluation of the United Nations Entity for Gender Equality and Empowerment of Women’s (UN Women’s) regional programme ‘Men and Women for Gender Equality’ (MWGE), which was implemented in six Middle East and North Africa (MENA) countries between the years 2015 and 2022, with funding by the Swedish International Development Cooperation Agency (Sida). The programme aimed to improve understanding of the root causes of gender inequalities in the Arab States, and to address these through a bottom-up approach to catalyse social norm change.

It was implemented in two phases: Phase I from 2015 to 2019, with a budget of USD 10,386,500; and Phase II from 2019 to 2022, with a budget of USD 10,839,690. An independent end-term programme evaluation was commissioned by UN Women, and was undertaken between August 2021 and May 2022. This country report presents specific evaluation findings and recommendations in consideration of the Moroccan context. Throughout the two phases, the MWGE programme worked on bringing about changes at the levels of knowledge, attitudes and behaviours of participants, initiating dialogues on gender equality at university levels as well as increasing awareness level and capacity at community levels. Community interventions throughout Phases I and II addressed early marriage, child rights, the right of girls to practice sport, and have access to safe spaces. For instance, the CBO Ayadi el Amal addressed women’s rights within the overall framework of human rights by successfully integrating gender and human rights concepts into reading projects, securing the support of the educational system, particularly teachers.[[1]](#footnote-2) In addition, the CBO Association Marocaine pour les Droits des Femmes (AMDF) used their interventions with university students to consolidate gender equality and human rights through students’ projects to analyze discriminatory laws. In Phase II CBOs focused on GBV, gender equality and human rights. For instance, Tildat created a radio station online to provide a space for young men and women to do what, please elaborate, while Théâtre Aquarium – who were involved in both Phases – and continued to use theatrical art approaches developed in the first Phase to discuss gender equality and human rights issues in the second Phase as well.

|  |  |  |
| --- | --- | --- |
|  | **Phase I (2015–2019)** | **Phase II (2019–2022)** |
| **Outcome statements** | Outcome 1: CSOs and other actors contribute towards legislative and policy change through evidence-based advocacy  Outcome 2: Civil society, including new and emerging movements, promotes gender equality effectively  Outcome 3: Communities engage in developing solutions to promote gender equality based on innovative approaches and best practices[[2]](#footnote-3) | Outcome 1: Communities have more gender equitable behaviours  Outcome 2: Key regional and national institutions (government, academia, faith-based institutions, media) and regional networks integrate/promote gender responsive practices  Outcome 3: Laws, policies and strategies promoting gender equality are drafted, revised and/or approved[[3]](#footnote-4)  Outcome 4: Effective management and coordination of programme |

The Kingdom of Morocco ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in 1993,[[4]](#footnote-5) and in 2011 withdrew the reservations made upon accession in respect of Articles 9(2) (related to passing nationality of mothers to their children born of foreign fathers) and 16 of the Convention.[[5]](#footnote-6)

In 2003, other legislation reforms were supported by King Mohammed VI, parliament and a strong feminist movement to amend the Penal Code, including eliminating the discrimination between men and women in terms of penalties in case of murder or assault and battery committed by one of the spouses on the other if he/she is caught in the act of adultery. Before the reform, the mitigating excuse was granted only to the husband. The reforms also increased penalties in case of assault and battery voluntarily inflicted by one of the spouses against the other; increased penalties in case of recidivism in the offences committed by one of the spouses against the other; authorised health professionals not to respect medical secrecy when they observe violence between spouses or against a woman; introduced pregnancy as a new aggravating circumstance in cases of rape; increased penalties for facilitating sex work if the offence is committed on a pregnant woman and if it is committed by the spouse; and criminalised sexual harassment when there is an abuse of authority resulting, including in the workplace.

In 2004, the Family Code (Moudawana) was amended to provide a new conceptual framework for marital relationships. Instead of defining the relationship between the couple that wife should be under the leadership of the husband, the new law defines the family in terms of a partnership between two equal citizens.[[6]](#footnote-7) This paradigm shift in the Family Code also included other rights for women, such as self-guardianship (women sign their marriage contract), the right to divorce and the right to child custody. The legal marriage age changed from 15 to 18 years.[[7]](#footnote-8) Other reforms for the Family Code are currently under review by actors in the feminist movement are to bring more equal rights to women within the marital relationship, including demands to remove the exceptions for child marriage under the age of 18 within the Personal Status Law (relating to parental approval or other caveats allowing children to be married). Currently, a woman may lose her right to custody if she re-marries when her child is under the age of 8.

The legislative reforms further included an amendment of the Nationality Code in 2007, enabling women’s rights to pass their nationalities to children.[[8]](#footnote-9) In response to the Arab uprising in 2011, the Moroccan Constitution has been amended to confirm adherence to international human rights conventions and treaties for the first time along with commitment to equality between men and women in its Article 9.[[9]](#footnote-10) In 2014, the rape marriage law, which had allowed a rapist to evade punishment by marrying his victim, was annulled. In 2018, the legislative framework was consolidated by the issuance of Law 103.13 on violence against women, criminalising and harshening penalties against sexual harassment with tougher sentences when it comes to minors and pregnant women.[[10]](#footnote-11)

These legal reforms are being backed up by a set of national plans, surveys, programmes and mechanisms. These include two national surveys on violence against women. The first was conducted in 2009 and the second took place in 2018. In the same line of response to violence against women, a National Observatory on Violence Against Women (ONVEF) was established in 2013.

At the level of national plans, the Ministry of Family, Solidarity, Equality and Social Development developed the first national framework devoted to gender equality, the National Strategy for Gender Equity and Equality 2006–2012, Initiative Concertée pour le Renforcement des Acquis des Marocaines (ICRAM 1), which was followed by ICRAM 2 (2017–2021). Moroccan authorities also developed the National Plans to Combat Violence against Women (2002, 2004, 2008 and 2011) and TAMKINE – the multisector programme for the fight against gender-based violence (GBV) through the empowerment of women and girls in Morocco – which includes 13 ministerial departments, non-governmental organisations (NGOs) and eight United Nations (UN) agencies as members. Furthermore, the government in 2020 launched the Maroc Attamkine, the national integrated programme for women's and girls' economic empowerment, by 2030.[[11]](#footnote-12)

Despite these efforts that are being carried out by the government and advocated for by the women’s movement, Morocco has slid from 136th(in 2017) to 144th (2021) on the Gender Global Index.[[12]](#footnote-13) Although Morocco showed improvement in its position in education when it occupied 116th place in 2021, an improvement from 122nd position in 2017, this has not been reflected in the position for women’s economic participation and opportunities (148th, down from 137th in 2017).[[13]](#footnote-14) The participation of women in the labour market, according to statistics from the World Bank, showed a low figure of 25.7% in 2020.[[14]](#footnote-15) According the National Statistical Office (HCP) data on women's participation in the labour market, this decreased to 19;9% in 2020.

Underpinning these broader macro issues, Morocco continues to face multiple forms of discriminatory gender and social norms that create barriers to progress on gender equality. It also demonstrates some progressive norms that can be leveraged to facilitate social change. For instance, the IMAGES study outlines both positive and negative attitudes toward gender equality in public and private life, attitudes on childhood and adolescence, and gender and relationship dynamics in adult life.[[15]](#footnote-16) For instance, while it was shown that women continued to do most housework and childcare, men said they would like to do more. Around 50 per cent to 60 per cent of men said they spend too little time with their children, while nearly half also participated in some aspects of childcare. Over 80 per cent of men in Morocco reported being in favour of paid parental leave for fathers.

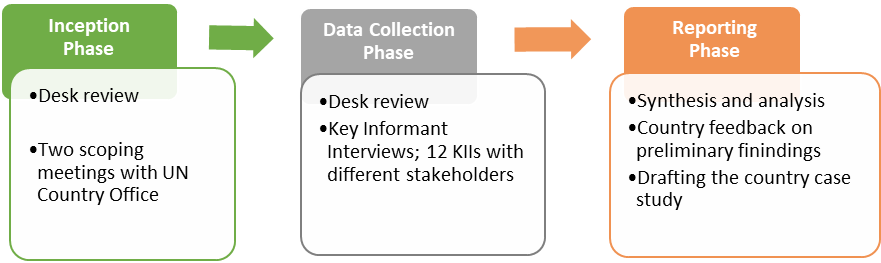
With the outbreak of the COVID-19 pandemic in early 2020, women in Morocco, as elsewhere, have faced a higher risk of domestic and intimate partner violence as a result of quarantine measures, compounded by an increased burden of domestic work and reduced job opportunities for women, who are already under-represented within the labour force.[[16]](#footnote-17)

Scope and Purpose

The purpose of the evaluation was to assess the performance of the regional MENA programme MWGE in advancing gender equality in the target countries. The findings will be used to inform future programmatic decisions, organisational learning and accountability, as well as to strengthen UN Women’s strategies to transform negative behaviours and challenge discriminatory social norms, including through the engagement of men and boys. Besides Morocco, the evaluation covered Egypt, Jordan, Lebanon, Palestine and Tunisia, as well as regional-level interventions. It covered both phases of the programme implemented between 2015 and 2022, although a relatively more intense focus was applied to Phase II.

Research Methodology

This evaluation assessed the MWGE programme using four of the Organisation for Economic Co-operation and Development’s Development Assistance Committee (OECD/DAC) criteria[[17]](#footnote-18) (relevance, efficiency, effectiveness and sustainability), in addition to the criteria of gender and human rights. The evaluation used secondary data through review of available documents, in addition to primary data collected through key informant interviews (KIIs), focus group discussions (FGDs) and an online survey for civil society organisations (CSOs). Using a set of 9 evaluation questions corresponding to the aforementioned criteria, 12 people in total were interviewed and 4 FGDs were conducted, capturing a wide perspective of the stakeholders in Morocco. The evaluation was conducted between August 2021 and March 2022 and the inception report was submitted in November 2021.



1. Evaluation phases for Morocco

Limitations

This evaluation took place during the COVID-19 pandemic limiting access to the stakeholders as well as face-to-face discussions, which further added to the risks that evaluations normally encounter.

Strength of Data

Findings are colour-coded to indicate strength of evidence; this is not a judgement of whether a particular objective was met, nor is it a performance indicator.

* **Evidence** reflects data gathered from multiple sources such as desk review, FGD and KII with key stakeholders engaged in the programme (good triangulation).
* **Evidence** comes from multiple data sources (good triangulation) of lesser quality, or the finding is supported by fewer data sources (limited triangulation, e.g. documents from or KIIs with only one stakeholder category) of decent quality.
* **Evidence** comprises few data sources across limited stakeholder groups (limited triangulation) and is perception-based, or is generally based on data sources that are viewed as being of lesser quality.

I: Relevance

Review of the programme documentation confirmed that the programme is in alignment with the national priorities as spelled out in the Moroccan Constitution, the government’s plan for equality (ICRAM 1 and 2) and UN Women Morocco impact area 3, as indicated in the Strategic Note, 2018-2021, and the UNDAF (2019-2021). Consultations and evidence-based research further informed the interventions in Phase I and II, as did adaptations due to COVID-19 consequences, although there were delays.

EQ 1. To what extent are UN Women’s MWGE interventions aligned with regional and country contexts and addressing the priorities of stakeholders?

**Finding 1.1: The MWGE programme was congruent with the Moroccan Constitution and national plan - ICRAM 2 (2017–2021).**

The overall goal of the MWGE programme, centred around creating communities where women and men exercise their rights and opportunities equally, was congruent with Article 19 of the 2011 Constitution that establishes equality between men and women and commitment of the State to fulfil justice through eliminating all forms of discrimination.[[18]](#footnote-19)

In particular, the MWGE was also aligned with ICRAM 2012–2016[[19]](#footnote-20) with specific reference to the first two axes, namely ‘Institutionalisation and dissemination of the principles of equity and equality and establishment of the bases of parity’ (axis 1) and ‘Fight against all forms of discrimination and violence against women’ (axis 2).

‘It is a project that falls within the framework of national priorities, without conflicts and without contradictions. The programme came at the right time to reinforce the approach of gender equality through working with men and boys’.[[20]](#footnote-21)

Meanwhile, MWGE’s objectives and interventions are fully in coherence with the government’s subsequent national plan, ICRAM 2 (2017–2021),[[21]](#footnote-22) that endorsed equality across its seven axes, with focus on equality within the family (axis 2), women’s protection and promotion of rights (axis 4), fighting against stereotyping roles and awareness raising on equality (axis 5) and mainstreaming of gender equality within the governmental policies (axis 6).

The MWGE programme was also aligned with UN Women and broader UN policies and strategies. The MWGE programme responded to impact area 3 of the UN Women Strategic Plans 2014–2016 and 2018–2021: all women and girls live a life free from all forms of violence.[[22]](#footnote-23) It contributed to progress towards SDG 5/Target 5.1: ending all forms of discrimination against women and girls, and the UNDAF (2019-2021)

**Finding 1.2: Consultations were carried out at different levels to facilitate the start-up of the programme during Phase I and during implementation of Phase II.**

In Phase I, the MWGE programme formed the Strategic Consultative Group (SCG) with membership of governmental bodies to ensure alignment with the national priorities and context in Morocco. For instance, the Ministry of Solidarity, Women, Family and Social Development (MSWFSD) and the National Council for Human Rights were among the members of this group to oversee the research design, interventions as well as the International Men and Gender Equality Survey (IMAGES).[[23]](#footnote-24)

‘The MSWFSD was present from the very beginning to review the methodology, questionnaire and to provide feedback on the findings’.[[24]](#footnote-25)

Meanwhile, the High Commission for Planning (HCP) was involved technically in the selection of the sample of the IMAGES survey of Phase I, in consultation with the research partner, the Association Migration Internationale (AMI).[[25]](#footnote-26)

**Consultations also included the best use of the limited budget for the research**. Promundo, the technical advisor for the research, went through a process of consultation with UN Women’s Country Office (CO) in Morocco to decide on the best use of the limited budget for the IMAGES survey, resulting into limiting the scope to Rabat-Salé-Kentira only. The Ministry of the Interior facilitated access to the geographical areas.[[26]](#footnote-27) As a result, the MWGE programme was able to concentrate its limited resources to a confined geographical area in order to facilitate the best likelihood for social diffusion and norms change[[27]](#footnote-28)

**The role of Quartiers du Monde (QDM), a key development NGO partner, changed from Phase I to Phase II based on learning and consultations.** The selection of QDM, a French development NGO that has long experience of working in Moroccan communities, was a result of the resistance of women’s organisations to engage men and boys at the beginning of the MWGE phase I and the absence of expertise among local NGOs to work on masculinities.[[28]](#footnote-29) The programme carried out exhaustive mapping at national level to identify CSOs, community-based organisations (CBOs) and NGOs to join the programme. at the same time, QDM also selected other CSOs/CBOs from its previous work in order to be more inclusive and add more diversity, including CSOs/CBOs who work on LGBT, women, youth, marginalised grassroots groups, migrants and illiterate groups, as well as groups from different geographic areas of the country and those working in urban and rural settings.[[29]](#footnote-30)

In Phase II, consultations and lessons learned resulted in a shift to a local umbrella NGO to ensure sensitivity to the cultural context at one hand and to allow for the role of QDM to change to being the implementer of Program P in the new phase. While maintaining the focus on community interventions on masculinity, equality and preventing GBV, there was more of a focus on parenting in Phase II through a unified advocacy initiative on paternity leave, along with other initiatives that address discrimination and safe enabling environments for women and girls.

**Finding 1.3: The MWGE programme invested in research to inform different interventions in Phases I and II to ensure alignment. However, local community interventions led by the umbrella NGOs (QDM in Phase I and IMADEL in Phase II) were not backed up by localised gender assessment studies to consolidate relevance and effective targeting both rural and urban contexts.**

The IMAGES survey in Morocco, though limited in its geographical scope (Rabat only), has yielded a set of findings showing that men and women hold different views on gender equality, and that men are open to women working outside the home. Nevertheless, women continue to carry the load when it comes to housework, and men and women, both, reported high rates of violence. Furthermore, 80% of men reported that they were beaten at school and that girls were less vulnerable to physical punishment at school. At home, girls and their male peers were also vulnerable to violence – but more so girls, as boys were more prone to violence outside of the home. Overall, More than half of girls and boys were beaten at home with an object.[[30]](#footnote-31) Meanwhile, 80% of men and women expressed their support for paid paternity leave for fathers.[[31]](#footnote-32)

Phase I supported and funded another important piece of national research on the concept of ‘Qiwamah’.[[32]](#footnote-33) It was conducted by Rabita Center for Women’s Studies in Islam (CERFI)[[33]](#footnote-34) and addressed ‘patriarchal’ religious interpretations as well as societal views on the roles of men and women and the transformation of these roles. This provided a platform for advocacy on legislative change.[[34]](#footnote-35) The results of the research have also informed the work of Media and Culture in Phase II, during which a toolkit was developed for youth across three universities in five big cities in Morocco.[[35]](#footnote-36)

Furthermore, Program P was backed up with formative research that confirmed the need to address patriarchal notions and practices, affecting the gender roles and childcare. The formative research also reveals that respondents were not familiar with different types of violence.[[36]](#footnote-37) Based on these findings, the adaptation of the Program P curriculum came to respond to address childcare and different forms of violence.[[37]](#footnote-38)

However, local community interventions were not backed up by localised gender assessment studies to consolidate relevance and effective targeting to rural and urban contexts. As CBOs carried out several awareness raising activities on thematic areas related to discrimination and GBV, there is no formative research or baseline indicating that these themes are priority issues in the targeted community or what the status quo was before the intervention with the target group.

EQ 2. To what extent did UN Women’s MWGE programme adapt to changing contexts?

**Finding 2.1: The consequences of the COVID-19 pandemic impacted the implementation of MWGE. However, the programme was responsive in mitigating these challenges.**

The implementation of MWGE interventions has been affected by the COVID-19 pandemic and the consequent four-month lockdown from March to June, 2020. The lockdown impacted the timeline, modalities and activities of community interventions by the umbrella NGO and CBOs which had been designed around in-person activities such as interactive theatre. The restrictions also affected the adaptation of Program P and the training of trainers. The second lockdown affected initiating dialogue with the Ministry of Health (MoH) around the integration of Program P.

Responding to the first challenge, the umbrella NGO the Moroccan Institute for Local Development (IMADEL), with the support of the UN Women CO, supported the adaptation to COVID-19 through three main mitigation strategies. The first was to readjust the modalities of implementation by moving some activities online. Second, UN Women approved a no-cost extension for CBOs.[[38]](#footnote-39) Third, some CBOs who were not familiar with the use of online techniques were provided with coaching and on-the-job training by the umbrella NGO. IMADEL also supported CBOs to simplify and train CBOs on reporting.[[39]](#footnote-40)

‘COVID-19 hit the country after 10 months of implementation [of Phase II] where we completed the selection of CBOs, assessment of capacities and development of the capacity building programme and design of interventions. We were committed to completing our plans, so we used a mixed approach [online and in-person] to the implementation. We have carried out our study on the policies and discriminatory laws during that time’.[[40]](#footnote-41)

‘We appreciate the adaptability process that allowed us to continue the implementation of our interventions through virtual training and meetings sessions and when we resumed in-person training. We maintained safety measures in terms of reducing the number of participants from 30 to 15’.[[41]](#footnote-42)

**Finding 2.2: Messages and evidence-based research on GBV during COVID were a good response but were also met with a backlash, highlighting the importance of engaging with more institutions and target groups.**

During the pandemic, QDM produced awareness-raising videos to engage more men in sharing care work responsibilities within their family. They contacted several public figures and other, less well-known men from their network, asking them to produce short videos filming themselves doing housework such as cooking and children care tasks, to illustrate their engagement.[[42]](#footnote-43) QDM identified more than 50–60 men who are known for their support of gender equality. However, QDM only could mobilise around a dozen men as there were difficulties in convincing these men to participate.[[43]](#footnote-44) When the videos were published, there were negative reactions from the community, with online comments arguing that this was not part of Moroccan culture and that this should not be the role of men.[[44]](#footnote-45) This backlash was an alert to the programme that more work is needed to influence the change of gender roles and social norms that drive stereotypical gender roles in the household and other conservative views that use the concept of Qiwamah to defend their position.[[45]](#footnote-46) The UNW CO confirmed that this was a lesson learned, and the programme sought to address this by producing and disseminating 10 videos calling men to assume their share of responsibility in household chores and childcare, during the lockdown period and beyond, including on the national 2M TV channel..[[46]](#footnote-47)

UN Women conducted a study with 19 Moroccan CSOs on the ‘shadow pandemic’ [[47]](#footnote-48) of increased violence against women and girls (VAW) during the pandemic and the increase in the number of complaints especially within the household, showing that households where violence existed before the crisis had experienced aggravated incidences of violence, while VAW had also increased in other households. UN Women shared the findings of this study with stakeholders of the MWGE programme to enhance their awareness on the status of VAW during the pandemic.

EQ 3. What is the comparative advantage of UN Women in leading the MWGE programme?

**Finding 3.1: UN Women has a well-recognised mandate and expertise on women’s empowerment and gender equality as well as partnership development capabilities with diverse stakeholders, including government and civil society.**

Interviews showed that UN Women’s mandate and experience capacitate it to work on the subject matter of the MWGE programme. Introducing the approaches of engaging men and work of social norms are an added value for the work of UN Women:

‘The government needs partners who have this comparative advantage to work on this theme’.[[48]](#footnote-49)

‘The programme is providing UN Women a new niche to build and consolidate within the Moroccan society’.[[49]](#footnote-50)

‘UN Women is the most appropriate organisation to lead this programme for its accumulated technical knowledge, expertise and analytical expertise, along with being familiar with the context’.[[50]](#footnote-51)

Meanwhile, UN Women is being present and actively participating in formulating national plans – although this was noted as a broader UNW contribution (rather than linked to the MWGE programme itself. In this respect, UN Women is working closely with MoH, HCP and MSWFSD on different programmes through which they can be an influence even after the end of the MWGE programme. For example, the UN Women office collaborated with the MoH through a Canadian-funded programme on ‘Improved Prevention and Responses for women victims of violence in Morocco’. The UNW office also sought to work with the MSWFSD on strategy on economic empowerment – albeit from a non-MWGE programme perspective.

Moreover, UN Women is in continuous dialogue with feminist organisations, which paves the way for establishing common ground for the gender equality agenda. On the other hand, CBOs value the fact that MWGE has reached out to their communities and groups who are hearing about gender equality and social norm change for the first time.

EQ 4. How relevant were the programme intervention logic and Theory of Change (ToC)?

**Finding 4.1: The intervention logic is still valid despite the challenges encountered by the programme.**

**The MWGE programme has drawn on a logical framework** which,as indicated in the Project Document in Phase 1, was geared towards increasing the capacity of rights advocates to engage with their communities with strong advocacy and research material, developing gender-targeted interventions with women and men, creating dialogue on men and women’s roles within the household and in the public sphere and hence allowing for positive social norms.[[51]](#footnote-52) Phase II built upon the learning and results of Phase I by drawing on a ToC which sets out that meaningful change should be achieved at the micro, meso and macro levels through using pathways to change that lead to communities having more gender equitable behaviour, key institutions and networks integrating gender responsive practices, and law, policies and strategies promoting gender equality.

In Morocco, the programme in Phase I faced resistance from the feminist movement for the approach of engaging men coupled with limited uptake from the government on IMAGES and the Qiwamah study. Over time, this resistance from the feminist movement lessened and turned into a collaboration with the programme. This was achieved through the UN Women CO’s efforts to illustrate the objectives of MWGE programme and showcase its achievements through various events and formal and unformal meetings, communication and social mobilization campaigns, which contributed to reducing the resistance of women's NGOs to the approach. The CO further chose positive masculinities and engaging men in addressing GBV as a focus theme of the 16 Days activism campaign held in 2019. This enabled MWGE to better explain and clarify the approach on engaging men for gender equality and working to promote positive masculinities to governmental partners, to civil society, the media and to the wider public. Nonetheless, MWGE could not manage to get the buy-in of the government because of changing priorities (economic empowerment and VAW after the outbreak of the COVID in Phase II), along with the conservative outlook of key players in the government that are tending to deal with the concept of the complementariness rather than equality conceptual framework. Nevertheless, Phase I witnessed a few cases where the government did take tools from IMAGES to the national survey on VAW by HCP. The challenges of engaging with the government in terms not recognizing IMAGES as a national survey and as well as their non acceptance to head the MWGE Advisory Committee has impacted other levels of change, namely the meso and micro levels, resulting in working in silos and making linkage between different levels less visible. [[52]](#footnote-53)

III: Effectiveness and impact

The programme has effectively raised issues of gender equality and positive masculinity through community interventions and awareness-raising initiatives. However, it has had limited impact at policy level because of low engagement by the government, with few cases where the programme was able to influence policy. Processes undertaken to advocate for paternity leave and other gender equality issues at local level were effectively handled yet still need other ingredients to yield the anticipated results. The same applies to Program P.

EQ 5. To what extent has the MWGE programme contributed to behaviour and policy change, institutional and national capacity development, information and knowledge sharing, to promote GEWE [gender equality and women’s empowerment] across different settings?

**Finding 5.1: While few government institutions are being influenced by the programme’s approaches and strategies, there is less indication of a commitment to further promote institutional uptake during the time frame of the programme. However, there is evidence of good practices at the local and regional levels (Musawah) of national actors (CERFI, MoH, MSWFSD) that are able to mobilise and influence institutions and wider target groups. Throughout Phases I and II, the programme was able to influence State entities - namely CERFI and HCP through knowledge products, engagement and consultations.**

In Phase I, and specifically in 2018–2019, HCP has used the IMAGES questionnaire to add the perception of men, to update the national statistic on the prevalence of VAW.[[53]](#footnote-54)

MWGE has influenced the work of other national entities to integrate and mainstream its approaches into their work. For instance, the programme has sought to work with MoH since they have access to local communities and national level, though cooperation was not possible during the pandemic because of the overload of MoH. Two entry points were identified to influence the work of the MoH.[[54]](#footnote-55) The first entry point was through another UN Women programme funded by Canada Fund on developing a national strategy on VAW that will work on five sub-thematic foci, including gender equality, GBV and improving the health services for survival of violence against women. In this regard, UN Women concluded a memorandum of understanding (MoU) with the MoH. The MWGE programme is planning to use this entry point to mainstream the approaches of the programme into the activities of the agreed cooperation. The second entry point is through the work of QDM, which is working on the implementation of Program P. Two institutions affiliated with the Ministry, namely the Regional Health Directorate of Rabat and the Moroccan Association of Midwives, showed an interest in engaging with the programme.[[55]](#footnote-56)

Meaningful partnership with MSWFSD has been constrained by conservative attitudes towards gender equality, despite the fact that the programme in Phase I was able to engage MSWFSD through the programme’s SCG, through which they gave comments and input to the survey tools. The Ministry was concerned about producing a limited-scope survey that could not be referred to as a national study. The Ministry was aware of the MWGE events but the programme did not have a specific project or connection with them during either phase.

‘It was because this Ministry was led by a minister affiliated with the Islamist Party. We had some resistance from this Ministry because of their [differing political] priorities’.[[56]](#footnote-57)

Under the programme’s efforts to outreach governmental institutions, UN Women tried to approach the Higher Institute of Information and Communication (ISIC) to facilitate the implementation of sessions with ISIC students but this was not successful. The various advocacy toolkits developed under the MWGE programme have been shared with ISIC, and an MoU is being drafted to establish a more strategic partnership and define the areas of cooperation with this school.[[57]](#footnote-58) However, this MoU has not yet been confirmed by the Ministry of Foreign Affairs.

Phase I included three national grantees,[[58]](#footnote-59) including feminist NGOs and well-established organisations that were able to extend their interventions and initiate dialogue at a wider scale. Association Marocaine pour les Droits des Femmes (AMDF), as a national grantee feminist NGO in Phase I, was able to mobilise boys in schools and young men in universities through training sessions and awareness-raising activities around gender equality, masculinities and GBV prevention. AMDF formed a Student Parliament at the Faculty of Law, Economics and Social Science University Hassan II in Casablanca. Through this Parliament, students presented research projects on legal gaps in protecting women’s rights, including lack of protection for female victims of domestic violence.

The CBO Rêve de plumes carried out a public mobilization campaign in Phase I in five cities –Rabat, Casablanca, Fes, Tangier and Marrakech – against sexual harassment in public spaces. Théâtre Aquarium initiated a dialogue on fatherhood and used many theatrical techniques and modalities, while Zanka bla violence (Streets without violence) used a theatre truck that was placed in public places to attract people through interactive theatre, projecting videos, and adopting forum theatre techniques around gender equality, masculinities and fatherhood.

In Phase I, the programme was also able to influence CERFI, which is affiliated with ‘La Rabita Mohammedia de Oulemas’, to integrate gender equality perspectives into a national quantitative survey on Qiwamah. CERFI happened to be a member of the Musawah network, the regional partner of MWGE. CERFI was the first religious institution to adopt a gender lens to research on religious rules in Morocco.

The main findings from the Qiwamah study fed into many knowledge products, including the Musawah research component on changing roles and responsibilities in Muslim families.[[59]](#footnote-60) Despite the fact that the survey was launched and presented to different stakeholders, the study could not be published because of the resistance from conservative groups within the Rabita al Mohammedia, especially after the resignation of Islamic feminists, who had supported the integration of gender equality into the study.[[60]](#footnote-61)

**Finding 5.2: Effective community interventions contributed to improvement of attitudes and behaviour among male participants, who record higher rates of improvement than women, though women’s levels remained higher in total, showing that the community intervention model of MWGE programme is valid and effective in affecting attitudinal and behavioural change.**

The Gender-Equitable Men Scale (GEMS), applied at baseline and end line, recorded higher improvement among boys and men, which doubled and tripled compared to women in the three age groups of 15–17, 18–34 and 35–59 targeted by the programme compared to the baseline. The programme has opened up the space for participation of men and women in marginalised communities through innovative tailored interventions (catalyzed by CBOs in phase 2 via the 8 CBOs) including ones which fit the context of rural areas.

According to the endline results, the overall positive attitude has improved by +20.5% overall (exceeding programme target of (+15%). Disaggregated by sex, the figures reveal a 62.1% change among men who reported scores of 34.3% at baseline (increase of 27.8%) , while women’s attitudes changed at an average of 64.2% females at end line, compared to 54% at baseline (an increase of 10.2%).[[61]](#footnote-62)

1. Average percentage change in positive attitudes

Participants reported having been positively impacted by increased knowledge on gender equality, positive masculinity and GBV and catalysed by thematic workshops and awareness-raising activities, which in turn contributed to changes in attitudes towards gender roles, rights and equality. The CBO interventions provided them with tools to understand, debate and express their opinions more clearly.

‘When it comes to knowledge, I learned a lot of things about equality and how to unlearn the perceived ideas we were brought up with. I know now what women’s rights are and what my responsibilities are’.[[62]](#footnote-63)

‘I stopped thinking that men had to pay if we were to get coffee together. I can pay for myself because we are equal. I stopped thinking that men were more able to do certain jobs or that they were able to do them better’.[[63]](#footnote-64)

‘ when we do not consider women’s rights and equality between men and women, we are adding more pressure on men. It is a situation we can mitigate through knowing rights and applying equality’.[[64]](#footnote-65)

Endline GEMS scores showed an improvement in behaviour by +21.2%. Men recorded a score of 61% as compared to their baseline score of 26.1%, while women recorded a score of 61.4%, a change of 15.3% as compared to the baseline.[[65]](#footnote-66)

1. Average percentage change in behaviour

Participants reported a change in gender roles within the house such as child care, cooking for the family, changing diapers, bathing and feeding children. Participants recognised women’s rights to work. Female participants highlighted that they started to influence fathers and brothers to claim rights to have more space to go out, even at night, to run errands and participate in theatre activities and sport; a right was preserved for men only, [[66]](#footnote-67)

‘Through the radio programme “Moussawat”, we explain that there are no differences between girls and boys, especially here in Chichaoua where a lot of people are against women dressing in shorts to play football and to play with boys’. [[67]](#footnote-68)

‘Our message was targeted towards the people that live in the countryside, to help them understand that men and women are equal, and the theatrical show was very popular. When it comes to soccer and basketball, it went very well and it felt very normal and natural to play with each other’. [[68]](#footnote-69)

‘I do not mind changing my baby’s diapers in front of people, whereas before these workshops I would worry about “what would people think?”’

**Finding 5.3: While the steps of the paternity leave advocacy initiative included ingredients that contribute to effectiveness, the act of bringing the change to law needs wider scope of stakeholders as well as more technical work.**

UnderPhase II, one of the intended areas of affecting change was under advocating for policy change. While a number of policy change avenues were explored, it should be noted that the broader enabling environment was challenging in Phase II as a result of national elections taking place in 2021 (which occupied much of the national level political discourse, and reduced entry points to civil society). [[69]](#footnote-70) The umbrella NGO IMADEL, with the support of UN Women Morocco and some participation from UN Women ROAS (organization of a roundtable on Fathers Day in 2021, and inputting dialogue between NGOs and labour unions on global best practices on paternity leave policies), started a process of advocacy to extend paternity leave,[[70]](#footnote-71) informed by IMAGES findings at one hand and tailored to priorities which emerged from the analytical study on policies and discriminatory laws. The study[[71]](#footnote-72) showed that there are four national priorities:

* paternity leave
* women’s political empowerment
* mainstreaming social empowerment in the local authorities
* improve women’s image in media and art.

IMADEL, in consultation with CBOs, discussed the four priorities and chose the ones seen as being the most effective in transforming stereotyped gender roles, thus selecting paternity leave and political participation as the two priority areas. However, they agreed that since many organisations are targeting political participation, they would focus on extending the three days’ paternity leave to seven weeks paid and seven weeks unpaid leave.

The advocacy process included drafting a memorandum on their request and establishing the ‘Network 7+7’ to ensure commitment and sustain their results after the end of the fund. The network includes all CBOs participating in the programme, along with UN Women Morocco and parliamentarians. This included parliamentarians from the Istiqlal political party, a former Minister of Employment and the Head of Education, in addition to representatives of trade unions and media. The network held its first national conference in November 2021, with the objective of discussing the memorandum and what efforts need to be undertaken for policy change. While participants recognised the value of the proposed amendment, the different stakeholders recommended that the debate be expanded to include MSWFSD, labour unions, the private sector and religious institutions. Moreover, participants provided other technical views, focusing on the importance of backing up the advocacy memorandum with a study on the financial implications of the proposed amendment along with increasing awareness on the subject matter in order to ensure mobilisation and support for the proposed amendment.

**Ingredients that need to be added to the process to influence the amendment**

More time to influence stakeholders

Generating evidence on the cost-effectiveness of the proposed amendments

Unify efforts with other stakeholders, including the Ministry of Family, women’s organisations, labour unions, private sectors and religious institutions

The network is dependent on donor funding

On April 30, 2022, the Moroccan government extended the duration of paid father leave from 3 to 15 days (mainly for civil servants). This decision, which will be enforced in early 2023, was taken as part of the social dialogue between the government, the General Confederation of Moroccan Companies and the main unions. The UN Women CO held a discussion and shared a policy brief about this issue with a representative of one of the unions who engaged in advocacy for this reform.

**Finding 5.4: CBOs show evidence of improved capacities at organisational level, designing community interventions and advocacy around VAW and gender discrimination issues, as well as some degree of enhanced capability for scaling-up activities.**

CBO capacity building is a core strategy and an anticipated result of the MWGE programme in both Phases I and II. In Phase I, the umbrella organisation QDM was instrumental in using their existing network from CBOs that are characterised by diversity in terms of CSOs who work on LGBT, women, youth, marginalised grassroots groups, migrants, illiterate groups and different geographic areas: north, south, east, west and urban rural. In addition, QDM was able to introduce working with men and boys within the CSOs when there was resistance among women’s organisations. In Phase II, IMADEL excelled in consolidating capacities of CBOs in community interventions, building networks with local authorities and leading local initiatives.

Fifteen CBOs participated in Phase I, four of which continued to Phase II. Capacity assessment and plans were carried out with these organisations before planning for the community interventions. The focus of the capacity building component was on organisational capacity, gender equality and advocacy. Topics included: project cycle management (PCM); monitoring and evaluation (M&E); introduction to strategic planning; advocacy (community-level and/or national) and communications (including social media); resource mobilisation (including fundraising); financial management; community mobilisation, including promoting youth participation; human resources management; GEWE, both as a separate and a cross-cutting issue; and working with boys and men for GEWE.

At the organisational level of Phase I, training and on-the-job training were key strategies to improve the organizational capacity of CBOs. For instance, Ayadi el Amal CBO, which continued in Phase II, was able to influence the integration of gender and human rights concepts into reading projects for schools that will further incorporate these approaches into their school plans. [[72]](#footnote-73) In addition, the CBO Maroc Volontaire incorporated more female youth into their board and General Assembly. [[73]](#footnote-74) Moreover, two CBOs’ managers became trainers with QDM Phase I, Théâtre Aquarium – suggesting capacities have been improved.

**Good institutional practices**

Gender balance representation in the CBO Boards

Establishing social platforms on gender equality

Networking with local authorities

Initiating mechanism to institutionalise gender equality approaches and strategies

Creating pools of trainers

In Phase II, at the organisational level, Tildat provided a promising example for the institutionalisation of approaches to sustained mechanisms to promote gender equality. This included the Facebook page ‘E-Observatory for Gender Equality’, a platform with 70 online posts on gender equality and positive masculinities. In addition, Tildat created Radio Musawat (equality).

At the community interventions, CBOs demonstrated good practices for scaling up and outreach interventions on issues around masculinity, gender equality and GBV.

At the level of advocacy, in Phase II, UN Women Morocco’s annual report 2020 recorded that 82% of the participants of the training sessions improved their advocacy skills by 70 %. [[74]](#footnote-75) The new skills included advocacy on public policy and on developing advocacy strategies for gender equality and developing communication plans for advocacy strategies. Based on the improved capacity in advocacy, CBOs joined efforts with IMADEL to lobby for the extension of paternity leave.

**In addition, five CBOs were engaged in advocacy initiatives through producing nine petitions. This included AFROMED, which is one of the strongest CBOs in terms of advocacy.** Through their engagement in MWGE, these CBOs become influential in the area of GBV. AFROMED was able to influence local authorities. They were able to advocate for securing safe routes through a petition to the Marrakesh Council of Universities. A second petition was geared towards encouraging the Territorial Academy for Education to support survivors of GBV, as well as including the voices of CBOs of the programme in the territorial committee for women and girls and the victims of violence (which includes all concerned governmental bodies as well as police, health and education.)

**Finding 5.5: Program P consolidated a bottom-up approach in terms of using formative research as well applying it with CBOs with potential to be integrated at the national level.**

Program P is one of the regional approaches of the MWGE programme, and its adoption and adaptation in Morocco was consolidated using a bottom-up approach through an effective process that started by selecting QDM, which worked extensively on fatherhood in Phase I, to implement Program P in Phase II. The process continued to include formative research and consultations for adaptation and implementation by CBOs at local level.

The formative research was based on interviews conducted by QDM with several stakeholders from MoH, the Ministry of Education and CSOs in Morocco, confirming the need for the approach as well identifying gaps in the awareness levels of end beneficiaries. The research was finalised in September 2020.[[75]](#footnote-76)

UN Women (Morocco CO and the Regional Office for Arab States (ROAS)) and QDM started the process of adapting the Program P manual to the Moroccan context, with technical support by Promundo. The adaptation focused on violence against women, and discussions were based on the need to set inclusive definitions for all forms of violence, including psychological and economic violence, and how to address anticipated feedback from the communities, improving support services and the mobilisation of psychologists to address rising needs. The discussions also covered how to address children’s behaviour and learning, as well as avoiding labelling children’s behaviour as good or bad.

The implementation was designed to be delivered in 14 sessions of Program P over a period of 3.5 months, one session per week, tackling various topics related to gender equality and positive parenting in the three target regions (Fqih Bensalah, Ouarzazate and Salé) between October 2021 and January 2022.

A training of trainers (ToT) followed the adaptation, with 12 facilitators (10 from local partners, including CBOs from Phase II, and 2 from QDM) participating from three target regions (Ouarzazate, Rabat/Salé and Fqih Bensaleh). TheToT consisted of the following:

* 4 days training (9–12 June 2021) were conducted in a hybrid format (the two trainers from Promundo joining the meeting online), and two additional afternoon sessions were conducted exclusively online.
* An in-person 2-day workshop, facilitated by Promundo, UN Women and QDM, was conducted in Rabat (on 6 and 7 July 2021) and was dedicated to the teach backs (the facilitators simulating real sessions with couples from the target communities).

There were some delays in launching the sessions with the couples due to several reasons (the QDM project manager passed away; elections period; difficulties in the retention of couples in one of the Program P target areas (Salé)). It was not possible to conduct the sessions in successive weeks (one session per week) as the implementing partners had to finalise project implementation by mid-January 2022. A father/children day was organised for the last week of December 2021 in Fkih ben Saleh and Ouarzazate to strengthen father/children bonds based on the approach of Program P. An analysis report was prepared by the consultant hired by QDM based on the pre- and post-programme questionnaires collected from the participants.

‘I think we have very good indicators that this programme will be institutionalised, at least at the regional local level. There were some institutions that were very much interested in this programme, and they requested the same support in testing or implementing this project within the region’.[[76]](#footnote-77)

Efficiency

EQ 6. Has MWGE been efficient, achieving high-impact work in a cost-effective way, while using processes and systems to enable sufficient resources are made available in a timely manner to achieve planned results?

**Finding 6.1: MWGE regional coordination and onboarding of partner CBOs was seen as useful.**

ROAS’s regional support – in terms of providing guidance through regular meetings with country offices, regional tools, manuals and regional exchange events – was seen as being very useful to the CO as well as to partners.[[77]](#footnote-78)

‘ROAS played an important role in coordinating this programme at the regional level, creating synergies, coherence and helping us identify best practices through the monitoring system or replicated by other countries, knowledge sharing between the four countries of the programme and also with the two new countries of programme of IMAGES survey’.[[78]](#footnote-79)

The regional exchange workshops and South–South exchange were valued by the respondents of the evaluation. These kinds of regional exchange and study tours provided partners of the programme with a chance to see how things could be done differently. [[79]](#footnote-80)

In addition, the screening of CBOs in Phase I throughQDM helped to identify CBOs that were already using innovative approaches, including masculinities and the promotion of human rights – helping to streamline the grants process, given the short timeline for implementation.[[80]](#footnote-81) In Phase II, IMADEL was keen to select four CBOs from Phase I along with new CBOs with previous experience in advocacy on human rights and gender equality in order to broaden the skillset and capacity building potential across the partnership.

**Finding 6.2: The budget allocation reflects relevant shifts in focus in Phases I and II. However, the programme suffered shortcomings in the ability to extend the coverage and scale to the national level for IMAGES in Phase I and Program P in Phase II. More financial support is needed to cover rising needs related to follow up, technical work on paternity leave and Program P along with human resource support for supporting the National Coordinator with a programme assistant, as well to cover gaps in donors’ funding to Morocco.**

Morocco’s budget allocation witnessed an average increase of 2% of their allocation from Phase I, constituting 13% of the total budget of the programme, to 15% in Phase II. The main allocation in Phase I went to the thematic area of prevention of VAW reaching 16%; it was reduced in Phase II (14%) to give a greater weight to the areas of men’s caregiving and engaged fatherhood and work with youth to challenge gender inequitable social norms (43%).[[81]](#footnote-82) While these allocations were sufficient to cover the activities, extending the scope of IMAGES and Program P to cover the national level were not possible, affecting the recognition of IMAGES as a national survey and limiting the outreach of Program P to three geographical areas only.[[82]](#footnote-83)

In addition, interviews show that more financial support is needed, and that UNW was not able to mobilise additional resources from other donors. This is related to Morocco as a country that does not attract funding within the current context of instability of the MENA region, where humanitarian funding is the priority. More evidence-based research is needed at two levels – namely, to update IMAGES after almost six years and to measure the impact of interventions in each community through baseline and endline surveys.

‘Morocco is of limited interest from donors who focused on countries in more critical situations (post conflict, catastrophes and humanitarian crises). We do mobilise funds, but we have more difficulties to obtain large funds than other MENA countries such as Libya, Jordan, Lebanon, Palestine, Iraq’.[[83]](#footnote-84)

‘Budget of Phase II is relatively sufficient, especially after the saving resulted from COVID-19, but we need more finances to cover close follow-up as well as evidence-based research’.[[84]](#footnote-85)

While the utilisation rate reached 80% in December 2021, the national coordinator – who is supervising another programme at the same time – was facing capacity challenges for a year given that the coordination did not have a programme assistant. This was the result of a lack of funding.

**Finding 6.3: The inability to form an advisory committee in Phase II was a missed opportunity to bring institutions and government entities together to contribute to the agenda on gender equality within the context of the MWGE programme in Morocco.**

In the context of experiencing resistance from the feminist organisations at the beginning and limited engagement from the government, the programme would have benefited from the mechanism of forming an advisory committee to help create ownership and establish common ground for the launch, design and implementation of the programme. However, through a process of engaging AMDF in Phase I and providing continuous and transparent clarifications regarding the engagement of men and boys, this issue was mitigated. In addition, the CO prepared a terms of reference and sent letters of nomination to the identified members, but received confirmations only from MoH and the French Embassy. They approached MSFWSD to chair the committee upon recommendations from the Ministry of Foreign Affairs (MFA), which was also solicited for participation in the advisory committee. The MFA however could not take over this position as they were co-chairing another committee for another UN Women programme on VAW, funded by Canada Fund. Furthermore, the MFA is prioritising women’s economic empowerment.

IV: Gender and Human Rights

EQ 7. To what extent was a human rights-based and gender transformative approach incorporated in the design and implementation of the programme?

**Finding 7.1: NGOs and CBOs were able to incorporate gender equality and human rights-based approaches through their knowledge products, community interventions and advocacy initiatives.- so what is gender targeted or responsive or transformative?**

The programme was designed to address the root causes of gender inequality through knowledge products, community interventions and advocacy initiatives. In Phase I, the knowledge products generated addressed three gender equality issues. First, they sought to address understandings of Qiwamah and its interpretation in Islamic jurisprudence by incorporating a gender equality perspective. Second, the IMAGES study surveyed the perceptions of men and women on root causes of inequality. Third, MWGE sought to address issues of masculinity and the role of men through its Because I am a Man (BIAM) public awareness-raising campaign and community-based interventions.

QDM selected CBOs in Phase I based on commitment to gender equality and tried to be inclusive in areas of concerns of selected CBOS[[85]](#footnote-86) Meanwhile QDM followed a participatory gender approach to training and mainstreamed gender in the different thematic areas and thus promises to build gender sensitive organisational capacity, the results of which are already apparent.For instance, Maroc Volentaire in Phase I worked on redefining femininities and masculinities through their artistic interventions.[[86]](#footnote-87)

**Finding 7.2: The programme in Morocco provided limited scope for the operationalisation of the principle of Leave No One Behind (LNOB).**

The lack of a national representativeness of the IMAGES study was a key area of concern for MSWFSD. On the other hand, Association Migration Internationale (AMI) argued that diversity was sufficiently considered by targeting urban and rural areas of Rabat region, along with other factors related to economic activity and ethnicity.[[87]](#footnote-88) In Phase I, QDM used its diverse network to select CBOs working on and with LGBT. Moreover, targeting people living with disability is not explicit within the programme either in terms of representation or through targeted capacity building, knowledge products and engagement of community initiatives.

V: Sustainability

EQ 8. What are the indications that MWGE’s interventions and approaches will be sustained?

**Finding 8.1: Despite the low uptake from governmental entities, the programme’s tools and approaches have the potential to keep influencing other institutions, paving the way for future integration and institutionalization – including via the 22 NGOs and CBOs that have the capacities to continue working on approaches and strategies of the programme.**

CERFI has adopted a gender lens for the first time for analysis of religious jurisprudence related to Qiwamah opened the space for future uptake. The study has informed more than 65 publications since its first release. In addition, the introduction of Program P, with its recognised value for the family from CSOs and regional institutions, has the potential to be integrated within other MoH programmes that work widely across the country.

The programme was able to mobilise NGOs and CBOs in Phases I and II in the fields of gender equality and positive masculinity through tools, strategies, approaches and advocacy campaigns. The capacities and interventions will allow those entities to continue working through established networks, social media platforms, knowledge products, radio stations and trained young men and women ethnicity.[[88]](#footnote-89)

EQ 9. How is the programme generating, utilising and sharing lessons and knowledge?

**Finding 9.1: Learning and networking were leveraged through South–South exchange visits and regional workshops which usefully facilitated exposure to promising practices**

The national grantees and CBOs participated in the exchange visit to Indonesia, after which some were motivated and inspired to work on the engagement of men, participation of young people, use of the peer-to-peer approach to focus on male youth, building knowledge on issues for community interventions such as pre-marital sessions and awareness on masculinity and advocacy initiatives related to paternity leave. Others decided to reach out to faith-based NGOs.[[89]](#footnote-90) The regional mechanisms allowed for networking and international exposure even if the context is different.

**Finding 9.2: Knowledge products were utilised by the programme stakeholders, informing interventions as well as other institutions. However, messages of BIAM were received with much concern from feminist movement and Qiwamah study could not be published because of the backlash from the religious leaders of La Rabita Mohammedia de Oulem**

MWGE, through the support of the regional office and local partners, was able to generate messaging around GBV and men’s caregiving roles. This included 20 videos on BIAM, the IMAGES survey, an exhibition on Moroccan fathers, and the Qiwamah study that have informed the work of Media and Culture’s toolkit on how to become an ally to feminism in 30 days in Phase II. The new toolkit was used with youth in three universities across five cities. In addition, IMADEL and partner CBOs used IMAGES findings to inform the memorandum on paternity leave advocacy initiative.[[90]](#footnote-91)

However, WROs and the feminist movement had concerns on engagement of men and boys.[[91]](#footnote-92) Reviewing videos created with messages around BIAM, conveying negative implications that do not mobilize people to respect women because they are human beings, but rather focusing on highlighting men’s agency.[[92]](#footnote-93)

Lessons Learned

1. **Partnership with the government and feminist organisations is instrumental in mainstreaming the approaches of the programme to ensure ownership and sustainability.**

While the programme was able to engage with an ‘unusual partner’ – CERFI – and other usual ones such as MoH, universities and schools, the learning through Phases I and II proves the necessity to partner with MSWFSD as the national machinery for women’s rights at one hand and to engage with more feminist NGOs.

1. **Targeting students across Morocco is a good practice to scale up awareness raising as well as behaviour and attitude change activities.**

The learning from Phases I and II proves the effectiveness of extending the outreach to universities, with specific manuals, tools and initiatives to ensure commitments of students. In Phase I, the University Parliament initiative by AMDF is a good practice that should be replicated. In addition, Media and Culture in Phase II, through its initiative ‘How to become a feminist in 30 days’, is another good practice to scale up the knowledge across three universities in five cities in Morocco.

1. **The use of radio, social media and theatrical art is effective in engaging men and women, providing space for men and women to voice their concerns. The use of non-traditional outreach strategies have been promising.**

Tildat’s Mousawat Radio proved to be one of the most attractive scaling up strategies and should be continued and replicated. Besides, being a host for a debate via radio has impacted the self-esteem of young men and women and has provided them with a space to voice their opinions. The theatrical techniques and activities initiated by Théâtre Aquarium, as well as outreach in souks and cafes, shows that such unconventional interventions can be effective strategies to engage youth and other intended beneficiaries.

1. **Advocacy targeting national and regional levels proved to be influential in the capacity building of the programme partners.**

The unified advocacy on paternity leave with the participation of all CBOs and other key players is a practice that has the potential to yield results especially when widening the scope of allies. In addition, working on local advocacy change is rewarding, especially when initiating dialogue with local authorities (see finding 5.4).

1. **Capacity building for CBOs is one of the key preconditions to draw a pathway for enabling environment at local communities, engaging target groups, conveying messages and bringing the anticipated transformative change at individual and institutional levels.**

The process of capacity building within this programme is not limited to training workshops but also extends to on-the-job training, piloting, testing, exchanging experiences and developing messages on gender equality.

1. **There are some isolated but promising examples of fulfilling the LNOB agenda that can be documented and learned from**

In Phase I, the umbrella organisation QDM was instrumental in using their existing network from CBOs that are characterised by diversity in terms of CSOs who work on LGBT, women, youth, marginalised grassroots groups, migrants, illiterate groups and different geographic areas.

Conclusions

**Conclusion 1:** Despite the gender inequitable social norms existing in communities, the MWGE programme in Morocco has achieved successes at the micro-level. However, the programme had limited traction and influence with the government. However, the changes in MSWFSD, coupled with the 2021 elections, created an unstable political arena, which was a challenge for the programme to navigate.

**Conclusion 2:** The Programme in Morocco was able to scale up messages around gender equality and positive masculinity within universities, providing a pathway for change in future work, despite limited capacity to mobilize additional resources, and with further constraints in human resource capacity.

**Conclusion 3**: The Programme in Morocco invested in evidence-based research with reference to formative research and knowledge products, but it is unclear whether the subsequent focusing of the geographical scope of IMAGES to the Rabat area either facilitated enhanced impact (due to a concentration of activities) or reduced likelihood for broader norms diffusion (due to wider exposure of norms messaging). This conclusion is inconclusive due to the lack of reference to, or investment in, a control study.

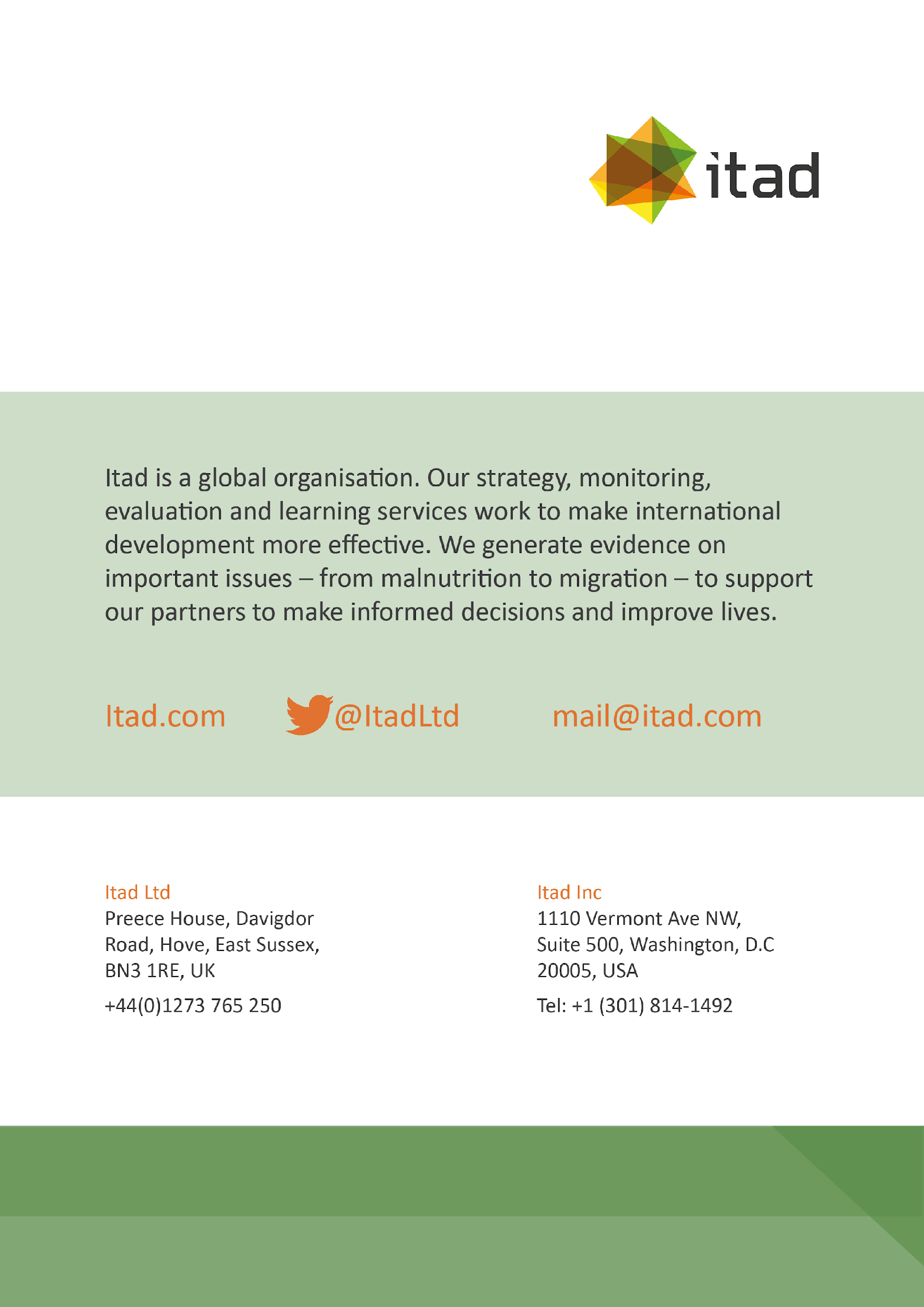
**Conclusion 4:** Widening the scope of partners to include more national grantees along with CBOs was a good strategy to ensure a complementary approach to the low participation of government entities, and thereby ensure a wider scale of messaging and influence.

**Conclusion 5:** The contractual time frame of community interventions is adequate in principle, but the actual implementation of the community interventions is limited, a matter that limits the duration of training to two to four days per topic. This amount of ‘face-time’ is sub-optimal for discussing complex notions of gender equality and positive masculinity.

**Conclusion 6:** In terms of LNOB, the programme was able to reach out to marginalised rural geographical areas, as well as to LGBT organisations from Phase I (via introductions from the umbrella organisation QDM) to otherwise unknown networks . However, there remains a need to systematically include people living with disabilities and LGBT persons in programme design and implementation.

Recommendations

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Recommendation** | | **Level** | **Linked conclu-sions** | **Directed** | **Ranking** | **How action can be supported** |
| 1 | Expand engagement and **partnership activities with governmental entities** in order to 1. mainstream MWGE approaches and use of knowledge products within similar programmes, and to 2. Facilitate greater buy-in and leverage from government institutions when policy windows arise | Strategic | 1 | UN Women (regional/CO), SIDA/other donors | **High** | Use different pathways into government institutions. Options include the development of a cross-cutting (technical and managerial) advisory committee; utilize pre-existing entry points from other UN agencies to facilitate introductions to governmental entities. |
| 2 | Enhance **institutional uptake** by often overlooked stakeholders such as religious institutions, universities, Ministry of Employment, and the Ministry of Youth, as well as other UN agencies such as the ILO | Strategic/ Programmatic | 1, 2 | UN Women (regional/CO)/ implementing partners, third parties | **High** | Through identifying entry points amongst newly identified stakeholders (via a feminist political economy analysis) and extensive engagements in dialogue and specific interventions that meet their priorities.  Incorporate feminist principles and social norms as cross-cutting areas in all future uptake. |
| 3 | **Update and initiate a national-level survey of IMAGES** to ensure national representativeness and facilitate operational and strategic learning from previous phases of MWGE. | Programmatic | 1, 3, 4, 6, 7 | UN Women (regional/CO), national and CSO partners | **Medium** | Using IMAGES survey tools and process, initiate a wide scope of dialogue among all national and CSO key players to present progress of previous phases of MWGE. This may take the form of a national conference that will be followed by forming an ongoing consultation through national advisory group, not only for IMAGES but also for the new phase of MWGE. |
| 4 | Enhance the inclusion and participation of **people living with disabilities as well as LGBT persons** | Programmatic and operational | 3, 4, 7 | UN Women CO | **High** | Integrate mandatory detail on approaches to include persons with disabilities and LGBT persons in the call of proposals as eligibility criteria, and facilitate capacity building on this subject matter by undertaking rapid reviews of organizational experience. |
| 5 | Continue working on community initiatives with **a longer time frame** to ensure outreach and wider social norms change. | Programmatic | 7 | UN Women CO, umbrella organisations, CBOs | **Medium** | Differentiate between the contractual time frame (amount of time a CBO is engaged) and the duration of the community interventions (in terms of face time with beneficiaries). This distinction is important in gender and social norms programming because interaction time is a critical indicator of changes in knowledge, behaviour, practices, and wider norms change. |
| 6 | Ensure a fully resourced MWGE coordinator role, with appropriate assistance, to avoid bottlenecks | Operational | 2 | UN Women CO, ROAS | **High** | Ensure the remit of the national coordinator is protected to avoid multiple and/or competing role priorities by providing additional resources at junior level. |
| 7 | Design and implement a resource mobilization plan to complement pre-existing programme allocations | Operational | 2 | UN Women CO, ROAS | **Med** | Work with ROAS (in reference to a centralized resource mobilization plan) to identify potential MWGE programme resource gaps at national level, and to liaise with national and international donors to address these. Personal networks can be tapped for this, but proactive engagement in national level for a (attended by bilaterals and multilaterals) will also facilitate dialogue on emerging resourcing opportunities. |



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