



# Evaluation Summary



International  
Labour  
Office

Evaluation  
Office

## *Promoting Fundamental Principles and Rights at Work through Social Dialogue and Gender Equality - Final Evaluation*

### Quick Facts

**Countries:** *Morocco*

**Final Evaluation:** *July 2014*

**Mode of Evaluation:** *Independent*

**ILO Admin responsibility:** *DWT/CO-Cairo*

**Technical Area:** *FPRW*

**Evaluation Manager:** *Arwa Khadr Elboraei*

**Evaluation Team:** *Sandy Wark*

**Project End:** *July 30, 2014*

**Project Code:** *MOR/11/03/CAN*

**Donor:** *Canada (US\$298,954)*

**Keywords:** *Morocco, Social Dialogue, Gender, Fundamental Principles and Rights at Work*

### Background & Context

The project, “Promoting Fundamental Principles and Rights at Work through Social Dialogue and Gender Equality,” was initiated by the International Labour Organization (ILO) shortly after the “Arab Spring” which gave impetus to a new Constitution in Morocco; Constitutional changes enlarged the legal framework for individual and collective liberties and strengthened human rights provisions.

The main objective of the project was to contribute to democratization and non-discrimination in Morocco through the promotion of the ILO 1998 Declaration on fundamental principles and rights at work (FPRW). The project raised awareness on these issues among ILO social partners, other influential groups and the general public through tripartite conferences, training workshops, thematic research and by producing and diffusing communication material. Training activities focused on building the capacity of trade union gender committee members and women workers by improving their knowledge of basic principles and rights at work. Through increased awareness and capacity strengthening, it intended to strengthen social dialogue and the legal framework on FPRW in Morocco.

The project was implemented by an ILO national project coordinator, supported by national and international consultants. The ILO Decent Work Team in Cairo provided technical and administrative backstopping. Technical backstopping was also provided by Geneva-based ILO technical specialists.

The main partners of the project were ILO's constituents in Morocco. The principal counterpart was the Ministry of Labour and Social Affairs (MLSA). In addition, the project worked with the following Workers and Employers' organizations:

- Fédération Démocratique du Travail (FDT)
- Union Générale des Travailleurs au Maroc (UGTM)
- Union Marocaine du Travail (UMT)
- Confédération Démocratique du Travail (CDT)
- Union Nationale du travail du Maroc (UNTM)

Employers :

- Fédération des Chambres Marocaines de Commerce, d'Industries et de Services (FCMCIS)
- Confédération Générale des Entreprises du Maroc (CGEM)

### **Purpose, scope and clients of the evaluation**

The evaluation assesses the relevance, effectiveness, efficiency, sustainability and impact of the project including the effectiveness of strategies, implementation modalities chosen and partnership arrangements. It also documents challenges, lessons-learned, good practices, and recommendations for future similar interventions. Its findings are destined primarily to the donor, the ILO's project management team and the ILO constituents involved in the project.

### **Methodology of evaluation**

Evaluation methods were to review project documents, products and other documents related to the project or the project subject matter, and to conduct stakeholder interviews and focus group discussions. The evaluation

was carried out from July 15-25, 2014 by an independent evaluator. The evaluator met stakeholders in Casablanca, Rabat and Fès.

## **Main Findings & Conclusions**

The social, economic and political situation in Morocco during the project implementation period, unlike in many countries in the region, was stable which benefited the project. During the project implementation period, the government proposed important social and economic reforms that were subject to heated debate by ILO constituents; more so given that a number of trade unions are closely associated with opposition political parties. Some important issues included a proposed revision of the law on the right to strike, extending the age of retirement, raising the minimum wage (SMIG), and reforming social subsidies. In addition, the MLSA began work on a new strategy on employment and considering possible revisions to the Labour Code (last revised in 2004). In this context, relations between the government and trade unions were tense with trade unions worrying that some gains won in previous years were at risk. This affected project implementation by raising the political stakes surrounding some project interventions.

The evaluation findings cite many accomplishments:

- Enabling constructive tripartite debate and useful networking opportunities among ILO social partners at a time when many significant national reforms were being put forth. Recent project supported research and workshops on the Moroccan Labour Code may turn out to be the first step toward revisions as well as other changes to strengthen the code's application.

- Expanding the knowledge of FPRW among trade union stakeholders who had not previously been given opportunities to learn about international labour standards or about the rights and responsibilities enshrined in their own labour code; this applies in particular to participants from the relatively young National Trade Union of Morocco (UNTM) and gender committee members from all five main trade unions.
- Raising journalists' awareness on FPRW to foster broader and more balanced discussion of labour rights, including trade union liberties, in the media.

The evaluation findings highlight the following project weaknesses:

- Setting too many objectives and outputs relative to available resources. Having fewer objectives and outputs would have allowed the project to add depth to its intervention strategy and may have resulted in better outcomes in the area it chose to concentrate its resources, for example on public awareness or strengthening the capacity of trade union gender committees.
- Focusing insufficiently on strengthening internally managed mechanisms within social partner institutions for raising public awareness or training its membership and constituency groups which may limit its longer term impact both on the institutions and on informing public opinion.

## Recommendations & Lessons Learned

### **Main recommendations and follow-up**

Key evaluation recommendations are:

1. Improve information sharing within the ILO, as well as between donors and project implementers in Morocco in order to facilitate identifying and developing synergies between programs. The MLSA

should consider establishing a donor coordination group on labor rights issues.

2. Apply a more focused strategy encouraging the replication of awareness-raising and training activities by partners including the allocation of resources for this purpose. The ILO should support social partners' training and communication departments to conduct activities.
3. Exploit the Internet, including online video and social media, for awareness raising and information sharing. The ILO and its partners should capitalize on information communication technology to expand the reach of its awareness raising and information sharing.
4. Develop practical, user-friendly tools on FPRW. The ILO should develop tool kits and other guides that explain how social partner representatives can apply and defend FRPW.
5. In the design of future projects, the ILO and its social partners should consider greater geographic decentralization of activities, sector focused approaches and new thematic areas.
6. The ILO and trade unions should develop and implement more programs to strengthen female trade union leadership.
7. In the design of future projects, the ILO should plan support for social partners to develop public awareness and communication strategies and activities to inform the public and stimulate debate.

### **Important lessons learned**

The project team worked very closely with its main government partner, the MLSA. Some implementation delays and cancelled activities can be attributed problems scheduling activities with the government partner. Also, the sensitive and at times political nature of the project added complexity to partnership management. However, the slower than planned implementation and reduced project

autonomy was compensated by the enhanced degree of ownership by the Ministry for project activities and related to this, relatively greater levels of government commitment to building on project outcomes as part of its reform agenda. Conversation strategy has been implemented by the ILO with the collaboration of UN Women. The CC approach brings key stakeholders together in support of the regional anti-trafficking committees for coordinated efforts towards awareness raising and community mobilization activities for the prevention of irregular migration and protection of migrant domestic workers in general and that of women migrant domestic workers in particular. For a start, the process has succeeded in bringing together representatives from Regional Bureau including Bureau Head of Amhara BOLSA, all Zonal BOLSA offices in the Regions, Amhara Bureau of Women, Children and Youth Affairs (BOWYCA) and regional Police Office. Of particular importance is the methodology of conducting community conversation, which has proved attractive and result-oriented with its emphasis on raising awareness and mobilizing the community against irregular migration, including trafficking.