

Strengthening Industrial Relations and Labor Law Compliance in Morocco

INDEPENDENT FINAL EVALUATION

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Report prepared by:

Dr. Saskia Brand
Independent consultant



Picture front page: emerging union leaders trained by the project.

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Executive Summary

The “Strengthening Industrial Relations and Labor Compliance in Morocco” project, is a combination of two projects funded by the US Department of Labor. The first ran from March 2002 to September 2006 and had a level of effort of \$1,522,432. It was funded from an umbrella cooperative agreement between the ILO and US-DOL, of which the purpose is to assist countries in the application of the ILO’s Declaration on the fundamental principles and rights at work. The second project started in 2003, and was scheduled to end in December 2007. It was funded through a competitive bid to the ILO in the amount of \$1,450,000. Because both projects had almost identical objectives they were technically integrated¹ from the start of the second project. After a difficult start, the project effectively started in January 2005. The project was originally scheduled to phase out by December 2007, but remaining funds allow for a no cost extension of 9 months, which will enable the implementation of delayed activities. The present report is the final evaluation of the project, and addresses the following key issues.

Validity of the design

The objectives and strategies were highly relevant and appreciated by all stakeholders. On the other hand, the January 2005 design exercise failed to include the development of an overall work plan and the setting of targets, and indicators were ill defined. This affected the design and use of the project monitoring plan.

The final implementation status

The project has been responsive to the needs expressed by the target population and has been able to deliver nearly all outputs, in spite of a number of delays. These delays can be attributed to the participative approach, and to political changes with which the project has been confronted. Important progress has been made towards the achievement of the development objective. The budget has been respected and the outputs have been widely praised for their quality.

Impact and benefits

Partners have benefited from a variety of relevant and high quality trainings. The mid-term impact of trainings on the labor code and inspection methodology can only be measured through a follow-up survey. The impact on industrial relations of recent training on collective bargaining and enterprise committees cannot be established as yet, but very likely additional activities are necessary to accompany the realization of collective labor agreements and functional enterprise committees. All partners have benefited from computer equipment and office furniture.

Sustainability of project results

The original sustainability plan as described in the 2003 project document had lost its relevance after the 2005 design exercise, and a new plan has never been developed. Nevertheless, many results are likely to have a lasting impact (the training manuals, the CD-Rom, the inspectors’ procedures manual, the trainers’ networks, the knowledge shared, the equipment, the improved industrial relations). The sustainability of other results depends to a large extent on efforts made by the Employment Ministry. Issues of concern are the institutionalization of the RIF, the maintenance of the equipment, and the use and updating of the procedures manual. For a lasting impact of the training on collective bargaining and enterprise committees follow-up is necessary.

Project management

The project has been managed professionally and the communication between all parties has been good. Reports could have been timelier and should have included a PMP. The new pace of two PAC meetings per year ought to be maintained to allow the committee to play its monitoring role.

¹ Due to US procurement regulations the financial management of the projects remained separate.

Project performance monitoring

The project team has done quality monitoring very seriously, but it has failed to measure progress on the basis of a properly developed PMP.

The evaluator has made the following recommendations.

RECOMMENDATIONS

1. Include the elaboration of a work plan, and define targets before setting indicators.
2. Define indicators such that they enable project staff to measure progress towards the achievement of objectives and data collection should be feasible and controlled by the project team.
3. Organize a survey to test the knowledge level of workers and labor inspectors 1-2 years after the training on the labor code, workers representation and inspection methodology and add refresher courses as necessary to ongoing or planned training programs.
4. Follow-up on the training on enterprise committees, through practical guidance and monitoring, action plans and on-site advice, either directly or (preferably) indirectly through a joint trainers' network
5. If partners demonstrate sufficient interest, implement the activity that was planned for Agadir (or something similar in another sector) in a possible follow-up project, to make a more direct contribution to the achievement of collective labor agreements.
6. Plan and implement a public awareness campaign, either in the remaining months, or during the follow-up project.
7. (The project team to) work with the Ministry to see if the latter can commit to:
 - a. Institutionalizing the RIF
 - b. Maintaining the equipment provided
 - c. Support the use of the procedures manual
 - d. Ensure regular updates of the procedures manual
8. Review the reporting method recommended in the procedures manual, in view of adapting it to the working conditions of the Moroccan labor inspectors.
9. Include a PMP in every technical progress report.
10. Organize at least two PAC meetings a year.
11. Include monitoring as an activity in its own right in the work plan of the follow-up project, to ensure that sufficient staff time and budget are being dedicated to it and that mid-term impact questions are asked and answered.
12. (USDOL to) allow a no cost extension to enable the implementation of the remaining activities.
13. Develop a follow-up project to capitalize on the results of the project under review. The new project ought to:
 - a. Maintain the participative style
 - b. Strengthen further the tripartite approach and activities
 - c. Ensure a full project design, including a work plan, targets and adequate indicators
 - d. Include the awareness raising component if it is not implemented during this project
 - e. Include activities that focus on the realization and operationalization of enterprise committees and collective labor agreements
14. Include a binding commitment from the government of Morocco in any new engagement by the ILO to ensure the sustainability of results. This may be a commitment in terms of funds, staff time, and/or the elaboration of a plan of action.

Acronyms

CBA	Collective Bargaining Agreement
CDT	Confédération démocratique de travail (Democratic Labor Confederation- union)
CGEM	Confédération générale des entreprises marocaines (General Confederation of Moroccan Enterprises- Employers' Association)
CTA	Chief Technical Advisor
EC	Enterprise Committee
ED	Employment Delegate
FCMCIS	Federation des Chambres Marocaines de Commerce, d'Industrie et de Services (Federation of Moroccan Chambers of Commerce, Industry and Services)
FDT	Fédération démocratique des travailleurs (Democratic Federation of Workers-Unions)
FTA	Free Trade Agreement
GOM	Government of Morocco
IBB	Interest Based Bargaining
ILO	International Labor Organization
INTPS	Institut National de Travail et de Prevoyance Sociale (National Labor & Social Protection Institute)
IRP	Institution représentative du personnel (Enterprise committee)
LI	Labor inspector
LD	Labor Directorate
MEFP	Ministry of Employment and Professional Training of Morocco
NGO	Non-Governmental Organization
NPC	National Project Coordinator
OFR	USDOL/ILAB Office of Foreign Relations
OSH	Occupational safety and health
PAC	Project Advisory Committee
PAN	Plan d'Action National (National Plan of Action)
PMP	Performance Monitoring Plan
RIF	Réseau des Inspecteurs Formateurs (Network of Labor Inspector Trainers)
RFP	Réseau des Formateurs Patronaux (Network of Employer Trainers)
RFS	Réseau des Formateurs Syndicaux (Network of Union Trainers)
TOR	Terms of Reference
ToT	Training of Trainers
UGTM	Union Generale des Travailleurs Marocains (General Union of Moroccan Workers)
UMT	Union Marocaine de Travail (Moroccan Workers' Union)
UNTM	Union Nationale de Travail au Maroc (National Workers' Union of Morocco)
USDOL	United States Department of Labor
USG	United States Government

Background and Project Description

BACKGROUND MOROCCO

Morocco has a population of 29.2 million, approximately 56 percent of which is urban and 44 percent rural. The annual population growth is estimated at 1.6 percent.² It is classified as a middle-income country with a per capita income estimated at \$1,250 in 1998. Agriculture holds a key role in the economy, with its share of GDP holding firm at 15 percent over the last 20 years, and employing some 40 percent of the labor force, compared with 25 and 35 percent for industry and services, respectively.³

Moroccan economic policies brought macroeconomic stability to the country in the early 1990s but have not spurred growth sufficient to reduce unemployment that nears 20% in urban areas. Poverty has increased due to the volatile nature of GDP, Morocco's continued dependence on foreign energy, and its inability to promote the growth of small and medium size enterprises. However, GDP growth rebounded to 6.7% in 2006 due to high rainfall, which resulted in a strong second harvest. Despite structural adjustment programs supported by the IMF, the World Bank, and the Paris Club, the dirham is only fully convertible for current account transactions and Morocco's financial sector is rudimentary. In 2004, Moroccan authorities instituted measures to boost foreign direct investment and trade by signing a free trade agreement with the US, which entered into force in January 2006. Long-term challenges include preparing the economy for freer trade with the US and European Union, improving education and job prospects for Morocco's youth, and raising living standards, which the government hopes to achieve by increasing tourist arrivals and boosting competitiveness in textiles⁴.

The succession of the throne in 1999 by King Mohammed VI, led up to important democratic and political changes, marked by increased political openness and transparency, greater respect for human rights, and more participation of civil society in debating and addressing major societal issues.

BACKGROUND OF THE PROJECT

This project was developed and implemented against the background of the drafting of the 2004 labor code and the signature of the free trade agreement with the United States. The provisions of the labor code, along with the impact of globalization, created considerable changes in Moroccan labor relations. An increase in short-term contracts has created more insecurity and tends to reduce the membership of trade unions. On the other hand, international competition between companies increases the need for labor law conformity. An aspect of conformity that needs to be realized is the creation of enterprise committees in every company with more than 10 employees. As all these developments call for improved industrial relations, the timing for the strengthening industrial relations project was well chosen.

PROJECT DESCRIPTION

The "Strengthening Industrial Relations and Labor Compliance in Morocco" project, is a combination of two projects funded by the US Department of Labor. The first ran from March 2002 to September 2006 and had a level of effort of \$1,522,432. It was funded from an umbrella cooperative agreement between the ILO and US-DOL, of which the purpose is to assist countries in the application of the ILO's Declaration on the fundamental principles and rights at work. The second project started in October 2003, and was scheduled to end in December

2 World Development Indicators Database, April 2003.

3 World Bank, Morocco in Brief, May 2000.

4 USAID Country Information 2007.

2007. It was funded through a competitive bid to the ILO in the amount of \$1,450,000. Because both projects had almost identical objectives they were technically integrated⁵ from the start of the second project. The project had a difficult start with two Chief Technical Advisors who lasted for three months and one year respectively. The current CTA was hired on September 15th 2004. Upon consultations with the project partners it was decided to organize a strategic planning workshop in January 2005 to finalize a strategy for the integrated project. The following objectives and outputs were developed during that exercise.

Development Objective: Improved industrial relations, especially in the target regions of the project

Immediate Objective 1: Improved performance of the labor inspectorate in the application of the labor code

- 1.1. Inspection procedures manual drafted
- 1.2. Inspectors trained in mission of control and advice
- 1.3. Conflict prevention and resolution manual drafted
- 1.4. Inspectors trained in mission of conflict prevention and resolution
- 1.5. Organizational and logistical support provided to pilot delegations, LD and INTPS

Immediate Objective 2: Strengthened skills of the project's three partners for establishing IRP and mechanisms for collective bargaining and conflict prevention/resolution.

- 2.1. Partners trained as trainers
- 2.2. Partners trained to implement IRP (OSH and enterprise committees)
- 2.3. Partners trained to use modern bargaining and problem solving techniques

The project effectively started after this seminar, in January 2005. Annual work plans have been developed along the lines of the strategic framework. The project was originally scheduled to phase out by December 2007, but remaining funds allow for a no cost extension of 9 months, which will enable the implementation of delayed activities.

⁵ Due to US procurement regulations the financial management of the projects remained separate.
Independent Final Evaluation of the "Strengthening Industrial Relations" Project ILO/USDOL

The Purpose of the Evaluation

The purpose of the final evaluation is to:

- a) Determine if the project achieved its objectives and explain why/why not;
- b) Assess and document the effects of project activities and outputs on target groups;
- c) Assess the likelihood of project outputs being sustained;
- d) Report on lessons learned and best practices.

To achieve the evaluation's purpose, the following key issues have been examined:

- The validity of project strategy, objectives and assumptions
- The likelihood of the project achieving its objectives and barriers to successful achievement of objectives
- The impact and benefits accrued to the target groups – stakeholder buy-in, support, and participation in the project
- Implementation status, specifically as concerns planned activities, materials, schedule and budget
- The sustainability of project results
- The effectiveness of management performance by DOL, ILO, CTA and NPC
- The effectiveness of project performance monitoring

A mid-term evaluation was conducted in January 2005. In the mid-term evaluation report, the evaluator made fourteen recommendations to improve project performance and provide promise for sustaining project impacts. The final evaluator has investigated to what extent these recommendations were carried out, if not, why not, and if adopted, whether intended results were achieved as a consequence.

The Evaluation Methodology

Team composition

Team leader was Dr. Saskia Brand, independent evaluator, responsible for conducting the evaluation according to the terms of reference. This included reviewing the TOR, documentation, and the evaluation questions, developing an evaluation methodology, participating in a preparatory meeting, conducting the interviews and writing the draft and final report. She was assisted by Jim Rude, the USDOL project manager, who drafted the TOR, provided background materials, participated in the preparatory meeting, and reviewed the draft evaluation report. The ILO/DECLARATION desk officer, Lisa Wong, provided input to the TOR and the evaluation questions, provided background materials, participated in the preparatory meeting, and scheduled all meetings in collaboration with the project team in Rabat.

Document Review

The evaluator has reviewed the following documents: the two project documents, the project budgets, the strategic framework, the PMP, status reports, technical progress reports, work plans, training materials, the labor inspectors' manual, evaluation reports of the trainings, a trip report, a progress report on the National Action Plan (PAN) of the Ministry of Labor, and the minutes of the Project Advisory Committee (PAC) meetings.

Pre-Trip Meeting

The evaluator had a pre-trip (telephone) meeting with the USDOL project manager, the ORC-Macro Evaluation Coordinator, the ILO/DECLARATION desk officer, and the project CTA. The objective of the pre-trip meeting was to reach a common understanding regarding the priority evaluation questions, the available data sources and data collection instruments, and an outline of the final evaluation report. The following topics were covered: evaluation logistics, key evaluation questions and priorities, the evaluation documents, the roles and responsibilities of the evaluation team, the evaluation schedule.

Interviews

Meetings were scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with the terms of reference. The team leader has conducted individual and focus group interviews:

- ILO Project Staff in Geneva and in the region
- Consultants who have worked with the project
- Randomly selected individuals from the following groups:
 - Inspectors and workers who are members of the trainers' networks
 - Workers, employers and inspectors who have received training
 - Project Advisory Committee Members
 - Employer groups and unions that have otherwise worked with the project
 - Labor Ministry staff who have worked with the project.

The meeting schedule and the list of persons met can be found in the annexes, as well as the interview guide. Confidentiality has been assured to all interlocutors.

Debrief in Field

On the final day of the field visit the evaluator has presented preliminary findings, conclusions, and recommendations to the local and Geneva ILO staff, and the members of the Project Advisory Committee.

Post-Trip Meeting

Upon completion of the report, the evaluator has provided a debriefing to USDOL on the evaluation findings, conclusions, and recommendations, as well as the evaluation process.

Project Status

The following table represents the activities that have been undertaken since the mid-term evaluation in December 2005. Comments on the implementation schedule and process, and total achievements can be found in the section on the “Final Implementation Status” and in the annexes.

OBJECTIVES	OUTPUTS	ACHIEVEMENTS SINCE THE MID-TERM EVALUATION (DECEMBER 2005)
IO 1: Improved performance of the labor inspectorate in the application of the Labor Code	1.1 Inspection procedures manual drafted	1. Bilingual version of the procedures manual published in May 2006.
	1.2 Inspectors trained in their mission of advice and inspection	1. Organized 18 regional workshops for all 278 labor inspectors on labor inspection methodology between May 10 and September 20 2006
	1.4 Inspectors trained in their mission to prevent and resolve conflicts	1. Design of a training program on individual and collective labor conflict resolution by French and Quebec experts. The training is scheduled for 2008 and will target 30 labor inspectors.
	1.5 Logistic support provided for the inspection system	1. Material support (furniture and computer equipment) for pilot Employment Delegations to improve their performance in Labor Code implementation. The delegations of Fez and Marrakech had submitted an action plan and received equipment accordingly; two delegations in Casablanca (Anfa and Ain Sbaa), the delegation of Rabat and the labor directorate have been equipped according to a plan made by the ministry. Two more delegations will follow and the equipment of a meeting room at the LD.
IO 2: Strengthened skills of the project’s three partners for the establishment of IRP and for mechanisms for collective bargaining and conflict prevention and resolution	2.1 Partners trained as trainers	<ol style="list-style-type: none"> 1. Upgraded Workers Training Network with 8 young emerging leaders and trained 18 trainers to deliver 4 day workshops in Arabic on a workers delegate role and modern collective bargaining techniques to 240 private sector union officers 2. Training on the role and working of an EC to Moroccan trainers. 3. Upon request by the UNTM 10 of their delegates have been trained as trainers on workers’ representation and negotiation, along with 2 delegates from the UGTM. In December 6 of the UNTM trainers and the 2 UGTM trainers will receive training in didactics.
	2.2 Partners trained to implement enterprise committees	<ol style="list-style-type: none"> 1. Supported the organization of 1 day tripartite seminar on OSH in Tangier on April 25, 2006 2. Undertook study of 12 OSH committees in 4 regions in 2006 3. Designed and delivered a 9 day training program to 62 young emerging union leaders from private sector enterprises between December 5, 2006 and May 12, 2007 4. Delivered, in partnership with Morocco Employers Association, 7 joint training workshops on labor-management committees (enterprise committee as defined in labor legislation). 69 worker and employer representatives from 25 corporations have been trained between May and November 2007; another five training sessions are scheduled.

OBJECTIVES	OUTPUTS	ACHIEVEMENTS SINCE THE MID-TERM EVALUATION (DECEMBER 2005)
	2.3 Partners trained to resolve problems and in modern negotiation techniques	<ol style="list-style-type: none"> 1. Organized two week tripartite study tour on the key features of the North American industrial relations system (Quebec and Washington) from November 6 to 17, 2006 2. Organized joint training workshops attended by 48 participants on impact of global production systems on industrial relations and on problem solving techniques and Interest Based Bargaining (IBB) within the framework of a program launched by the Tangier local chapter of Centre des Jeunes Dirigeants (CJD) in June 2007 3. 120 workers delegates have followed the 4 day training package as of July 2007 delivered by Workers Training Network. The package comprises 2 modules: one on workers' representation and a second one on collective bargaining. The training is still ongoing.
	2.4 Partners trained in collective conflict prevention and resolution	<ol style="list-style-type: none"> 1. Organized a national seminar for 50 persons on arbitration in Rabat in June 2007, upon request of the participants of the study tour to Canada and the US. Immediately following the seminar the Ministry called a tripartite meeting during which an arbiter's profile was agreed upon.
	2.5 Logistic support provided to the social partners	<ol style="list-style-type: none"> 1. Upgraded (furniture and computer equipment) training centers of the 3 labor unions in 2006 2. Upgraded (furniture and computer equipment) the three labor unions in 2007
SO: Increased knowledge of the Labor Code among employers, workers and work inspectors	3.2 Employers, workers, and labor inspectors trained in modifications instituted by the new Labor Code	<ol style="list-style-type: none"> 1. As of December 31, 2006, 536 workers delegates and union stewards have been trained on the Labor Code key provisions through 23 workshops given by the Workers Trainers Network (RFS) set up by the Project
	3.3 Awareness building campaign on the Labor Code implemented.	<ol style="list-style-type: none"> 1. Production of an Arabic and French CD-Rom containing detailed information on the Labor Code, targeting HR specialists, union representatives and government officials. The CD-Rom will be an interactive tool with hyperlinks to jurisprudence and explications on the articles and 100 Q&A on the application of the Code.
Extra activities		<ol style="list-style-type: none"> 1. Seminar on Quebec industrial relations system and CSN history (orientation and structure proposed by CDT) 2. Training of enterprise committee delegates at CDG and ONCF 3. Joint training workshops in Tangier on global production systems 4. Joint training in Interest Based Bargaining and problem solving techniques in Tangier. 5. Project Advisory Committee meetings (1-2 per year).

Findings and Conclusions

PROJECT DESIGN

The validity of the project strategy, objectives and assumptions

As described earlier, this project is a combination of two projects. The basis for the implementation has been neither of the two project documents, but the strategic framework that was developed during a stakeholder workshop in January 2005. The strategic framework (see annex) defined objectives, outputs, assumptions and indicators. Work plans and budgets have been developed on a yearly or in some cases bi-annual basis. This process and its outcome lead to the following observations.

- As a result of the participatory approach at the onset, all partners adhered to the objectives and strategies. Every interlocutor, from the labor directorate to the employers and the workers delegates, emphasized the importance of this project in the context of current developments in Morocco.
- The strategic framework has guided the project staff in the development of activities. As such, all activities have contributed to the accomplishment of the planned results.
- The indicators developed were inadequate, which affected the possibility of measuring progress towards the achievement of objectives. The inadequacy of the indicators lies in the fact that the causal relation between success on most of the indicators and the project is not easily established, and that the collection of data on most indicators does not depend on the project and can therefore not be controlled. An example is the second indicator: number of working days lost to strikes per sector. The data on this indicator needed to be provided by the labor delegates. In addition, a reduction in the number of days lost to strikes is not necessarily a result of improved industrial relations (which in itself would not necessarily be a result of the project), but may on the contrary follow from increased insecurity on the labor market (owing to a recent rise in temporary contracts among other things), due to which people are reluctant to engage in strikes.
- Setting targets (such as the number of people to be trained, or the percentage of increase in knowledge) would have helped making statements about the *degree* to which the project has achieved its objectives.

Following the mid term evaluation the project team has operationalized the indicators, but this has not solved the root problems described above. See also the section below on project performance monitoring.

Assumptions

Two out of three assumptions that were formulated were realistic: “favorable political, economic, and social context”, and “willingness to collaborate among project partners”. The third assumption, “Adequate support measures for the implementation of the labor code”, on the other hand, was overstating the capacities of the Moroccan government. Adequate support measures would have been activities such as those proposed by the project, and many more. To illustrate this with an example: the labor inspectorate currently consists of some 300 persons, who are able to cover 8000 enterprises through inspection visits. This represents 1-10% of all Moroccan enterprises (depending on how they are defined). The bulk of the enterprises will not be included in any labor law conformity plan unless the inspectorate is considerably expanded in number and equipped with means of transport and communication. As even the existing body of inspectors is not adequately equipped this is not likely to happen any time soon.

Conclusion

While the objectives and strategies were highly relevant and appreciated, an overall work plan should have been developed in the design phase and the definition of appropriate indicators and targets would have served as a tool in project monitoring.

Recommendations

1. The design phase of the follow-up project should include the elaboration of a work plan, and targets should be defined before setting indicators.
2. Indicators should be defined such that they enable project staff to measure progress towards the achievement of objectives and data collection should be feasible and controlled by the project team.

THE FINAL IMPLEMENTATION STATUS

To what extent were activities delivered to the target audience?

All activities were planned with and delivered to the target audience consisting of employers, workers, the labor ministry and the inspectorate. On a few occasions, the project team received requests from enterprises and organizations to provide training. Although these were not the original partners of the project, they all belong to the target audience. Examples are the National Railroad Company ONCF and the “Caisse de Dépôt et de Gestion”, which requested assistance in organizing training on enterprise committees, and the Association of Young Managers (“Centre de Jeunes Dirigeants”), which asked for training on global production systems, interest based bargaining and problem solving techniques. By accepting these requests, the project has proven itself responsive to the emerging interest in Morocco in improved industrial relations.

To what extent were the planned activities implemented on time?

Many activities have known some degree of delay, which was partly due to factors beyond the control of the project, such as the schedules of the project’s partners or changing political priorities, and partly to the participatory, consultative approach chosen by the team. Examples are the following:

- The production of the Inspection Procedures Manual was delayed for several months because the project had sought its validation by a number of employment delegates and labor inspectors.
- The training of the labor inspectorate on conciliation has been on hold for almost two years, because an agreement had not been reached with the Employment Ministry on the persons to be trained (a limited group of specialists or the entire inspectorate), on the contents of the training (individual versus collective conflict resolution), and on the trainers to be appointed (the RIF members or a select group of specialists in collective conflict resolution). Only on November 2 2007 an understanding has been reached. In 2008 a mixed group of trainers (two thirds RIF and one third appointed by the Ministry) will train a selection of labor inspectors on collective conflict resolution.
- Similarly, support by the project to establish a social dialogue process in the agricultural sector in Agadir, intended to lead to signing a regional collective agreement covering 40,000 agricultural workers has been on hold since May 2007, after several futile attempts by the project to organize a meeting with the Employment Ministry and the social partners (growers associations and local unions) in Agadir. The project now waits for the Ministry to take the initiative.
- The production of the CD-Rom has known important delays, because the Employment Ministry has changed its mind several times on the approach and took a long time to elaborate the 100 Q&A. When the latter were finally produced, the project felt that the author needed to be impartial for the answers to be acceptable to all parties. The consultant who is responsible for the contents of the CD has worked on the Q&A, and the Ministry has recently validated the updated version.

These examples testify to the complexity of the environment in which the project has been implemented and the political sensitivity of working with a tripartite structure. It is precisely because of this complexity, however, that it is so important to obtain adhesion before executing an activity. Delays in this particular context and with a project such as this one may be inevitable to a degree, and are in any way preferable to timely implementation without adhesion (although I am inclined to think that the latter would be an impossibility).

To enable the implementation of delayed activities, the backstopping unit in Geneva has asked the donor for a no cost extension through September 2008. A detailed work plan is currently under development, but the partners have already reached agreement on the results pursued during the last semester.

Have the activities been implemented according to budget?

In general, the cost of the activities kept close to the amount budgeted for in the wire request (EPA). When activities were cancelled or delayed the remaining funds would return to the UNDP headquarters in New York⁶ and flow back into the ILO project account for later use. Only one activity, which is still ongoing, promises to be considerably more expensive than foreseen: the production of the CD-Rom. As the ideas for its contents and intended use matured, the text expanded and so did the technical demands. To make it a truly interactive tool, the layout requires technical expertise. As a result, the cost for translation and technical design will “eat into” the budget intended for the development of brochures for a wider audience by several thousand USD.

The project has made full use of the possibility to shift funds between budget lines. The team in Geneva reviewed the budget with the CTA once or twice a year, and made adaptations as appropriate. In that sense, it is difficult to compare the actual cost of activities with the original budget. On the other hand, this flexibility allows for the team to add new funds to the public awareness raising line should they decide to go ahead with the brochure. The overall budget has been respected and all adaptations have been made in good communication between ILO Geneva and the Morocco team. Remaining funds allow for a nine-month no cost extension.

How did the activities relate to the original project document and the revised work plan?

As described earlier, after the strategic framework was developed, this guided the choice of activities and the original work plan had lost its relevance. The project team developed annual work plans upon consultation of and in collaboration with the various stakeholders. It was responsive to concerns and demands from its partners, while ensuring that the interests of all were being equally served and activities were in line with the stated objectives and outputs. This approach has enabled the realization of all outputs but one: the awareness raising of the wider audience on the labor code. While the project had prepared a text for a general brochure, the Labor Directorate preferred to develop a set of thematic brochures. Neither the Ministry, nor the project had the funds available to develop the contents of the thematic brochures. While the elaboration of a general awareness-raising tool was thus delayed, the cost of producing the CD-Rom had increased so much that little money is now left for the brochures, unless perhaps another shift between budget lines could provide a solution.

As the table below shows, a few activities are still ongoing and scheduled to end by December 31st, and one major activity is scheduled for 2008. Regarding output 3.2, one target group has not been trained on the labor code for lack of interest on the part of the beneficiaries. The training of partners in collective conflict prevention and resolution was a two-day exercise for 50 participants; it would therefore perhaps be an overstatement to say that “partners have been trained”.

OBJECTIVES	OUTPUTS	FINAL STATUS
IO 1: Improved performance of the labor inspectorate in the application of the Labor Code	1.1 Inspection procedures manual drafted	Yes
	1.2 Inspectors trained in their mission of advice and inspection	Yes
	1.4 Inspectors trained in their mission to prevent and resolve conflicts	Scheduled for 2008.
	1.5 Logistic support provided for the inspection system	Yes
IO 2: Strengthened skills of the project’s three partners for the establishment of IRP and for mechanisms for collective bargaining	2.1 Partners trained as trainers	Yes
	2.2 Partners trained to implement enterprise committees	Yes, ongoing
	2.3 Partners trained to resolve problems and in modern negotiation techniques	Yes, ongoing

⁶ As there is no ILO country office in Morocco, disbursements are made through the UNDP office.

OBJECTIVES	OUTPUTS	FINAL STATUS
gaining and conflict prevention and resolution	2.4 Partners trained in collective conflict prevention and resolution	Yes, although limited
	2.5 Logistic support provided to the social partners	Yes
SO: Increased knowledge of the Labor Code among employers, workers and work inspectors	3.2 Employers, workers, and labor inspectors trained in modifications instituted by the new Labor Code	Yes, except employers
	3.3 Awareness building campaign on the Labor Code implemented.	No

What obstacles were encountered?

The activities that the project has not been able to implement were cancelled or seriously delayed because the lack of adhesion from the partners for these activities made it difficult or impossible for the project team to progress. This concerns the activities mentioned in the section under the heading “*To what extent were the planned activities implemented on time?*” plus the following:

- Short information sessions on the Labor Code delivered by the RFP to representatives of small and medium enterprises. The project team has made several attempts at organizing these sessions, but the employers’ organizations, as well as the RFP showed a lack of interest.
- The awareness raising campaign on the labor code for a wide audience by means of a brochure comprising 100 Q&A. As explained above, the Ministry took varying positions on this issue. Ultimately, the Q&A have been integrated into the CD and no public awareness raising has taken place so far.

One activity has been called off for a different reason: the project decided to cancel the training workshops on Occupational Safety and Health to avoid duplication of efforts with a bilateral program between Denmark and Morocco that has recently started, and which focuses specifically on OSH.

Were training programs, seminars, workshops, manuals and other project materials adapted to project needs and the country situation?

All training programs and workshops have been developed upon consultation of the target beneficiaries and in close collaboration with national and international experts in the various fields. Each workshop was field-tested and adapted if necessary, before the bulk of the training was delivered. The objective was to develop tools and training that would effectively serve the target group, by responding to their stated needs. On the whole, the project has been very successful in this approach. The only thing that calls for some attention is the assumption that beneficiaries know how to manipulate and have access to modern technology (such as computers for the use of the CD-Rom) and office equipment (e.g. to reproduce the forms proposed in the inspectors’ procedures manual). In a follow-up project the working conditions of the beneficiaries, notably outside the main urban centers, might be more taken into account.

Were they well received and well produced?

All tools were extremely well produced and highly appreciated by the stakeholders. The training manuals are intensively being used as reference material for other workshops, not just for their contents, but also for their methodology. Notably the trainers’ networks welcomed the practical exercises and the participative approach that was used during the training, through which participants felt that their own experience was valued. Also a number of organizational aspects were appreciated and copied, such as the sharing of a list of participants’ addresses for networking purposes, and the distribution of the course contents on a CD at the end of the training.

Another valued aspect of the project was the tripartite trip to Canada and the US. Participants were particularly impressed with and inspired by the Canadian experience, which they felt compared more easily to the Moroccan situation than the US. The trip even led the CDT participants to invite the chairperson of the Canadian Federa-

tion of Labor Unions CSN to Morocco, to share experiences with other CDT members and form a partnership between the two federations.

Where they effective?

The project has allowed for the training of nearly 1350 persons so far; an additional 3-400 persons will be trained during the last semester. The table below provides an overview of the totals per type of training.

TRAINING	NO PERSONS TRAINED
Trainer (ToT)	50
Labor Code	913
Union work	62
Negotiation and workers' representation	120 (180 + 60 scheduled for 2008)
Inspection methodology	361
Conflict resolution	Scheduled for 2008
Mediation	50
Enterprise committees	90
Globalization and IBB	42
Industrial relations	12
Social dialogue	7
TOTAL	1346*

* In the total figure double counting has been avoided, but in some cases this is difficult to establish with certainty. Sure is that the labor inspectors and employment delegates have benefited from two trainings each.

The evaluation forms filled out by the participants after each workshop demonstrated not only very high satisfaction rates, but important increases in knowledge in most cases. The reports show two exceptions:

- The labor inspectors trained on the Labor Code by national consultants showed only six per cent increase in knowledge after the training, totaling a meager 58 per cent of good answers. This may, however, be related to the type of test questions that were administered in 2005, to which the answer was not always straightforward. After the mid-term evaluation the evaluation and test forms were improved, and multiple-choice questions introduced.
- The Employers' Trainers Network (RFP) showed a minimal increase in knowledge of only 1.3% after the labor code training, which the project team explains by their lack of motivation for this training. The entire RFP proved a failure as both the trainers and the employers' delegates were short of interest and no workshop was ever taught by the RFP. The main reason according to the project team is that the employers' federations had not selected trainers with the right (legal) profile, who could satisfy the need for specialized information from their clients.

The implementation schedule in the annexes shows the results for each workshop. It would be interesting to know though, what the level of knowledge is 1-2 years after the training and where there is a demand for more or repeated training. To obtain this information a survey would have to be held, followed by a refresher course if necessary. This might be realized at minimal cost if done in combination with training that is already scheduled, such as the training on conflict resolution for inspectors, or the training on workers' representation and negotiation that is currently going on. If the remaining funds do not allow such activity, it might be kept in mind for the follow-up project.

In the light of the project's main objective, the strengthening of industrial relations, it should also be noted that the tripartite activities, as well as the joint activities for labor unions have been very effective in achieving that

goal, if it were only for the direct participants. By all accounts, before the start of the project it was impossible for labor unions, employers' organizations and the employment ministry to have a decent conversation and work towards a common goal. At this moment, they are doing precisely that, and more. On the second day of the evaluation visit to Casablanca, a number of meetings were scheduled in the newly refurbished Employment Delegation. Members of the RFS and a group of young unionists who were trained by the project, were cordially welcomed by the Employment Delegate. The young militants from three different labor unions were also visibly happy to see each other. When asked whether the project has led them to form a functional network, they said "better than that: we've become friends!" and they were quick to add that before the joint training they would never have thought that possible. Similarly, employers admitted that their relationship with the labor unions has improved a lot. Instrumental in this process, besides the joint workshops, have been the project advisory committee meetings and the tripartite trip to Canada and the United States.

Conclusions

The project has been responsive to the needs expressed by the target population and has been able to deliver nearly all outputs, in spite of delays. Important progress has been made towards the achievement of the development objective. The budget has been respected and the outputs have been widely praised for their quality.

Recommendation

1. Organize a survey to test the knowledge level of workers and labor inspectors 1-2 years after the training on the labor code, workers representation and inspection methodology and add refresher courses as necessary to ongoing or planned training programs.

IMPACT AND BENEFITS

How have project activities managed to raise the level of awareness on the provisions of the labor code and to what extent?

Part of this question has also been addressed in the previous section. The average knowledge increase per training is represented in the table below. It might be good to add though, that so far two out of four target audiences have been served by the labor code training: the government representatives (Labor Directorate, labor inspectors, and employment delegates) and the three partner federations of labor unions, CDT, FDT and UGTM. The fourth and biggest Federation UMT, which also qualified for partnership, has shown no interest in the project for political reasons. The employers' federations CGEM and FMCIS have benefited from the ToT workshops only, as the proposed labor code training apparently filled no need among their membership. The fourth target group, the general public, has not yet been addressed for reasons explained above. In addition, it should be said that the various tools produced by the project (the training manuals, the CD-Rom) serve as reference material to extend or refresh knowledge on the labor code provisions⁷. As suggested earlier though, only a survey can establish the extent to which the level of awareness has really increased.

TRAINING ON LABOR CODE	AVERAGE % INCREASE IN KNOWLEDGE
Training of trainers	11.5% (RIF), 22.8% (RFS), 1.3% (RFP)
Labor Code by RIF and RFS	18% (LI), 21% (workers)

How has the Labor Inspectorate been improved? Can it operate more efficiently and effectively?

The project has provided the very first occasion in the history of the Moroccan labor inspectorate for *all* inspectors to undergo training and to develop an internal network of trainers. The Labor Directorate has never had a standard training program for its inspectors. Some had benefited from training by foreign experts on various

⁷ Some labor inspectors recommended that a pocket size summary of the procedures manual (comprising the most important elements and labor code provisions) be developed as well, so that they have a tool they can easily carry along on their visits.

topics, but never before on the labor code and on inspection methodology. This project has improved the labor inspectorate in a number of ways:

- It has created a body of internal experts on training techniques, the labor code and inspection procedures, who are moreover familiar with the Moroccan context;
- These trainers have been given the opportunity to actually train their colleagues, which is another first in the labor inspectorate and which has given them the experience to develop and perform other schooling as necessary. The training manual that has been developed is a lasting tool that serves as a resource not only for contents but also for training methodology.
- The labor inspectorate at large has benefited from increased knowledge on the labor code. This has been highly appreciated as not only were the contents new to the inspectors, the application of the code entails a lot of changes creating challenges in the daily practice of the labor inspector. The platform for the exchange of experiences that the trainings have provided has been particularly useful for inspectors who work in isolated areas with limited possibilities for communication.
- Labor inspectors had always worked on an individual basis, developing their inspection methodology along the way. The training on methodology and the inspectors' manual that has been developed have allowed inspectors to work according to plan and in a standardized way. This is all the more useful as the new labor code has added to the complexity of their task.

These considerable benefits notwithstanding, the labor inspectors still face a number of challenges in their work. Just after the methodology trainings were completed, the Employment Ministry developed a National Plan of Action (PAN), which emphasizes the role of the inspector as a consultant rather than a law enforcement agent and mediator (as stipulated by the labor code), and which has considerable impact on the agenda of the inspector. Even though both approaches are intended to lead to labor law conformity, there is currently a great deal of confusion among the inspectors about the way in which they ought to integrate their various tasks and how they should prioritize among them. Another challenge is that the inspection methodology is based on the assumption that each inspector has access to a photocopier and enough paper to multiply the 12 forms that need to be filled out with each visit. With a proposed rhythm of 20 visits per month this implies access to 1500 sheets per year. The reality, however, is that outside the main urban centers most inspectors work with a very confined budget, which does not allow them much more than the purchase of a register.

*Describe the impact of collective bargaining/social dialogue training on the industrial relations situation in the country*⁸.

In the field of collective bargaining and social dialogue the project undertook the following activities:

- A two-week tripartite study tour on the key features of the North American industrial relations system (Quebec and Washington) with 12 participants and following the trip a seminar on the Quebec industrial relations system and CSN history (orientation and structure proposed by CDT);
- 120 workers delegates have followed the 4-day training package on workers' representation and collective bargaining as of July 2007 delivered by the RFS. The training is still ongoing. Another union, UGTM, which is not part of the four most representative federations, but rapidly growing in importance, has recently asked for the project's assistance. The team has granted the request of this union, because it shares the government's view that they are likely partners in the near future. Six of its members are currently being trained as trainers and the project will support approximately six workshops for their membership on the same topics.
- A 9-day training program has been delivered to 61 young emerging union leaders from private sector enterprises on negotiation and workers' representation between December 5, 2006 and May 12, 2007
- On request from the national railway ONCF and the Centre des Jeunes Dirigeants (CJD) in Tangier, the team organized joint training workshops on impact of global production systems on industrial relations, problem solving techniques, and Interest Based Bargaining (IBB).

⁸ This section also addresses the next question ("What impacts has the project had on employer and worker understanding and implementation of collective bargaining and freedom of association?"), because of the overlap between the two.

It is still early to say how the project has concretely impacted on industrial relations, as most of these workshops took place recently or are still ongoing. The project has played no role in the realization of collective labor agreements, although a few have been signed during the project period and a protocol of agreement was established in the biggest company of Morocco (Office Cherifien des Phosphates). This agreement is the first example in the Moroccan history of collective negotiation by five labor unions representing the company's workers. It is a precedent that is likely to inspire unions in other companies to do the same. Even though the project had no part in this agreement, as mentioned in the previous chapter, the project has had a very positive impact on industrial relations, as far as the direct participants were concerned. This is an important achievement and has been acknowledged as such by all stakeholders.

Significant is the fact that both the CJD and the ONCF made requests for the joint workshops on their own initiative. This shows that there is an emerging interest in Morocco for social dialogue, that relations between the social partners have improved to an extent that joint activities can be envisaged, and that the project team has acquired credibility, for them to be considered as partners by the ONCF and the CJD. In view of these developments, it might be interesting to implement the activity that was planned for Agadir (or something similar in another sector) in the follow-up project, to make a more direct contribution to the achievement of collective labor agreements.

What are the demonstrative benefits of having formed enterprise committees?

Regarding the creation and strengthening of enterprise committees the project developed the following activities:

- In partnership with the Morocco Employers Association CGEM, 7 joint training workshops on enterprise committees were proposed to 69 worker and employer representatives from 25 corporations between May and November 2007; another five training sessions are scheduled.
- On request of the Caisse de Dépôt et de Gestion (CDG), the largest financial institution in Morocco, and the ONCF delegates of existing enterprise committees have been trained since October 2007; some additional workshops have been scheduled for December.

Like with the training on social dialogue and interest based bargaining it is too early to establish the impact of the workshops on the functioning of the existing committees and the creation of new ones. It is to be expected though that –in spite of the quality of the training- more needs to be done to get the enterprise committees going. The practical guidance and monitoring of enterprise committees, through action plans and on-site advice, either directly or (preferably) indirectly through a joint trainers' network, could be a very interesting and relevant component of the follow-up project. It is only at the end of that project, that the question heading this section can be answered.

Additional impact/benefits accrued to target groups

An important result of the project was the equipment in ICT and office furniture of five employment delegations, the labor directorate, the partner unions and the employers' organizations. It was an activity that, like many others in this project, required a good deal of diplomatic and management skill to ensure that funds were well spent and divided fairly between the partners. The tables below show how the funds have been attributed. The project team had originally foreseen equal funds for each of the delegations, but upon request of the labor director adapted their plans to the investment strategy of the labor directorate, according to which the delegations of Casablanca and Rabat were to be completely refurbished. The LD took care of renovating the buildings, whereas the project made an important contribution in ICT and furniture. In the remaining months the labor directorate will be supplied with furniture to equip a meeting room. The equipment is all of good quality and greatly appreciated by the partners.

EQUIPMENT OF THE SOCIAL PARTNERS

EQUIPMENT	TOTAL NO	CDT	CGEM	FCMCIS	FDT	UGTM	TOTAL
PC desktop	45	\$ 10'826	\$ 5'296	\$ 4'440	\$ 8'785	\$ 10'593	\$ 39'940
PC laptop	7	-	\$ 3'145	\$ 4'702	\$ 1'573	\$ 1'573	\$ 10'994
Printer	30	\$ 4'521	\$ 1'425	\$ 1'154	\$ 3'315	\$ 344	\$ 10'760
Beamer	8	\$ 1'659	-	\$ 2'337	\$ 2'828	\$ 1'168	\$ 7'992
Photocopier	4	-	\$ 3'169	\$ 2'171	\$ 2'171	\$ 997	\$ 8'509
Scanner	2	-	\$ 330	-	\$ 330	-	\$ 660
Photo camera	1	-	-	-	\$ 151	-	\$ 151
MS Office license	1	-	-	\$ 368	-	-	\$ 368
Stabilizer	16	\$ 1'184	-	-	-	-	\$ 1'184
Stationary	2	-	-	-	\$ 311	-	\$ 311
TOTAL	116	\$ 18'190	\$ 13'367	\$ 15'172	\$ 19'464	\$ 14'676	\$ 80'869

EQUIPMENT OF THE EMPLOYMENT DELEGATIONS AND THE LABOR DIRECTORATE

EQUIPMENT	TOTAL NO	CASA ANFA	CASA AIN SEBAA	RABAT DEL.	RABAT LD	FEZ	MAR - RAKECH	TOTAL
PC desktop	55	\$ 21'438	\$ 5'930	\$ 23'721	\$ 1'977	\$ 5'930	-	\$ 58'896
PC laptop	2	-	-	\$ 1'514	\$ 1'215	-	-	\$ 2'729
Printer	28	\$ 4'285	\$ 768	\$ 3'181	\$ 589	\$ 994	-	\$ 9'817
Beamer	1	-	-	-	\$ 830	-	-	\$ 830
Photocopier	6	\$ 3'919	\$ 791	-	\$ 1'417	-	-	\$ 6'127
Scanner	1	\$ 75	-	-	-	-	-	\$ 75
Stabilizer	55	\$ 1'476	\$ 345	\$ 1'381	\$ 115	\$ 345	-	\$ 3'662
PC hardware various		\$ 17'356	\$ 28	\$ 3'854	\$ 120	-	-	\$ 21'358
Stationary		-	-	\$ 4'105	-	-	-	\$ 4'105
Furniture		\$ 31'614	-	\$ 21'195	-	\$ 1'690	\$ 5'147	\$ 59'646
Installation		-	-	\$ 1'051	-	-	-	\$ 1'051
TOTAL	116	\$ 80'164	\$ 7'862	\$ 60'002	\$ 6'284	\$ 8'960	\$ 5'147	\$ 168'296

Upon request of the participants of the study tour to Canada and the US, the project team organized a national seminar for 50 persons on arbitration in Rabat in June 2007. The seminar itself was successful, but also had an unexpected result: immediately following the seminar the Ministry called a tripartite meeting during which an arbiter's profile was agreed upon and the principle was accepted that the Ministry would compose a list of arbiters. The social partners had thus come a long way to find common ground.

A second unexpected result worth mentioning is that the capacity building of the project's partners has in a number of cases led to the strengthening of their positions in their respective organizations. The most concrete example is that six out of twelve RIF members have been offered a promotion from labor inspector to employment delegate, but several unionists also mentioned having gained a better position or being valued for their knowledge.

Conclusions

Partners have benefited from a variety of relevant and high quality trainings. The mid-term impact of trainings on the labor code and inspection methodology can only be measured through a follow-up survey. The impact on industrial relations of recent training on collective bargaining and enterprise committees cannot be established as yet, but very likely additional activities are necessary to accompany the realization of collective labor agreements and functional enterprise committees.

Recommendations

1. Follow-up on the training on enterprise committees, through practical guidance and monitoring, action plans and on-site advice, either directly or (preferably) indirectly through a joint trainers' network
2. If partners demonstrate sufficient interest, implement the activity that was planned for Agadir (or something similar in another sector) in the follow-up project, to make a more direct contribution to the achievement of collective labor agreements.
3. Plan and implement a public awareness campaign, either in the remaining months, or during the follow-up project.

SUSTAINABILITY OF PROJECT RESULTS

What project components or results will likely be sustained over time and how?

Because the project's focus and objectives were modified during the 2004 design exercise from which the strategic framework emerged, the project team has never worked with the sustainability plan as described in the August 2003 project document, nor has a new sustainability plan been developed. However, every activity in the project has been undertaken with the objective of creating a lasting impact. As a result, a considerable number of results are bound to be sustainable. Worth mentioning are notably the following:

- The tools left by the project: the training manuals, the CD-Rom, and the inspectors' procedures manual. A handbook on collective conflict resolution will be developed over the next months and distributed to all participants in the conciliation training.
- The trainers' networks: notably the workers' networks are potentially very sustainable, as they are continuously solicited for new training, both project and non-project related. In developing new workshops they make full use of the didactic skills they were taught during the project.
- The knowledge that has been shared is bound to remain and spread further, notably within the labor unions as they develop activities for their members.
- The equipment provided will have a lasting impact provided that it is properly maintained. For organizational and budgetary reasons, this is more likely to happen with the labor unions and the employers' organizations than with the Employment Ministry.
- Perhaps the most important lasting results are the improved industrial relations and the networks formed between the project's partners. Worth mentioning in this respect is the investment the project has made in the leaders of tomorrow, the 61 young unionists who have benefited from a cross-union training.

What would need to be done to sustain the other project components?

To capitalize on the experience acquired by the RIF, the labor directorate should find a way to continue involving its members in training proposed to the inspectors. Similarly, to maintain and improve the level of knowledge currently available in the inspectorate, the LD will have to continue to invest in the training of the inspectors. In fact, this should not be an ad hoc, project driven activity, but part of a strategic plan of the LD, ensuring a minimum level of knowledge and a harmonized approach across the inspectorate. The follow-up project might be able to assist the directorate in developing such a plan.

The same applies to the maintenance of the computer equipment by the labor administration. Investments should be made in a maintenance contract (especially for the delegations of Casablanca and Rabat, which have received a lot of equipment), and a budget line ought to be created to buy cartridges and anti-virus software, and

to foresee in the replacement of the equipment after three years. If this is not taken care of there is considerable risk that computers, printers and photocopiers will end up unused in some storage room. It would be best if the project team could obtain a commitment in this sense from the Employment Ministry before the project phases out.

To make sure that the full potential of the inspectors' procedures manual is used, three issues need to be solved, two of which have already been mentioned earlier:

- The ministry should provide guidance on the use of the manual, to ensure its use by all inspectors, and on the way the manual should be used in combination with the PAN;
- The problem of the documentation of inspection findings should be solved by either creating a reporting method that is adapted to the reality of Moroccan labor inspectors, or by ensuring the access of all inspectors to the necessary materials and tools. The first option is probably the most feasible and might be looked into before the end of this project;
- The format of the manual is chosen such that its contents can easily be updated. However, unless a structure to do so is created, this is not likely to happen. From a sustainability point of view, ideally, one or two persons within the LD are appointed to make annual updates and funds are made available to re-produce and distribute the additional pages.

And finally, the training on enterprise committees is more likely to have a lasting impact if followed by a project to support the creation and operationalization of the committees, as described above.

Conclusion

In spite of the absence of a sustainability plan, many results are likely to have a lasting impact. The sustainability of other results depends to a large extent on efforts made by the Employment Ministry.

Recommendations

1. The project should work with the Ministry to see if the latter can commit to:
 - a. Institutionalizing the RIF
 - b. Maintaining the equipment provided
 - c. Support the use of the procedures manual
 - d. Ensure regular updates of the procedures manual
2. The project should review the reporting method recommended in the procedures manual, in view of adapting it to the working conditions of the Moroccan labor inspectors.

PROJECT MANAGEMENT

Assess the effectiveness of management performance by DOL, ILO, CTA and NPC, specifically as concerns project staffing and communications

The communication between USDOL and ILO Geneva on the one hand, and between ILO Geneva and the project team on the other hand, has been smooth and without problems. In Geneva two departments were involved: Declaration was responsible for administrative and financial back-stopping and Dialogue was in charge of the approval process of wire requests (EPA's) and of providing technical input. Disbursements have generally been quick and the backstopping has been experienced as helpful and efficient by the project team in Morocco. Staff turn over at Dialogue has caused a reduction in the exchange of technical information, but this has not been perceived as a major problem by the team in Morocco. The team would, however, have appreciated receiving a template for the PMP from either USDOL or Geneva, just like templates for the progress reports had been shared.

Status and progress reports have been informative, but have been submitted several weeks up to three months after the deadline. The PMP has never been filled out until September 2007.

Among the project team members in Rabat communication and collaboration have equally been good. There is a clear division of tasks and responsibilities, and the stakeholders have praised the team for its competence. As of January it is proposed that the NPC will take over responsibility from the CTA, under close supervision from Geneva. The CTA will remain available for short missions to Morocco should the need arise.

How well did the project communicate with the stakeholders?

All interlocutors emphasized the excellent communication they had had with the CTA, the NPC and the administrative assistant. Notably the CTA was praised for his listening capacity. Some comments: “We always had a very good communication with the team. Friendly, respectful, I would even say with a positive complicity”; “the entire team had a very professional approach”; “the CTA listens, seeks adhesion, is a very experienced professional; the NPC is one of us. They both invest time and energy and are good listeners”.

An important tool in the communication with the stakeholders was the project advisory committee (PAC). The PAC met once or twice a year to validate the work plan and monitor the project’s activities. It was a tripartite forum that has worked well for all involved. It has not met as often as proposed by the mid-term evaluator and as wished for by some of its members. The project team did not want to call a meeting unless there was something to discuss, and the pace of the project did not justify three meetings a year. To allow a PAC to play its monitoring role, however, two meetings a year seems reasonable; this has been achieved only in 2007.

Do partners feel the project met their needs in terms of services and participation in project planning?

The participatory approach has been one of the strong points of this project. As discussed earlier, timeliness has sometimes been sacrificed in favor of adhesion, which has been greatly appreciated by the stakeholders. All partners emphasized the relevance of the project’s strategies, and valued the way in which preferences were taken into account. A consequence of this approach was that the work plan remained subject to change. Although this may have had managerial disadvantages, it allowed the project the flexibility to be responsive to the needs of the stakeholders and current developments. Activities such as the workshops with the Centre des Jeunes Dirigeants, the Caisse de Dépôt et de Gestion, and the National Railway Company would not have taken place if the project had not taken that liberty, and this would have been a missed opportunity to strengthen the emerging interest in Morocco in improved industrial relations.

Conclusions

The project has been managed professionally and the communication between all parties has been good. Reports could have been timelier and should have included a PMP. The new pace of two PAC meetings per year ought to be maintained to allow the committee to play its monitoring role.

Recommendation

1. Include a PMP in every technical progress report.
2. Organize at least two PAC meetings a year.

PROJECT PERFORMANCE MONITORING

What type of project performance monitoring system was used?

The PMP was developed only at a very late stage in the project, on the basis of the indicators defined during the design of the strategic framework. It is a regular PMP, the format of which was copied from another project, and which comprises the following information:

- Performance indicator
- Definition of the indicator and the measurement unit
- Data source
- Means of collecting data
- Frequency of collecting data
- Person responsible for the data collection

- Frequency of data analysis
- Person responsible for the data analysis

A useful category missing in this PMP is the target objective per indicator.

What data was collected and how?

In fact, the PMP as it was developed has never been used. The inadequacy of the indicators and the problems of collecting data on these indicators have already been discussed in the section on project design. Most importantly, as targets were not defined, progress towards the achievement of objectives could not be measured.

This is not to say that the project team has not done any monitoring. On the contrary, the quality and output of every workshop have been strictly monitored through the evaluation forms and knowledge tests. These evaluations have enabled the project staff to ensure and improve the quality of the training, even –or perhaps especially- the training that was provided by third parties.

With the last TPR of September 2007 an effort has been made to fill out a PMP, in which some of the original indicators were combined with the training assessment data.

Was this system cost-effective, practical and useful to project management?

The monitoring that has thus been done has been useful to manage the quality of the trainings, but not for measuring progress and to obtain an overview of the project. The assessment information is not updatable, and therefore not suitable as indicator. Besides the fact that the project team never felt comfortable with the indicators that had been developed, this is perhaps a consequence of not integrating monitoring into the work plan as an activity. Had this been done, it might have compelled the team reflect more on overall progress and seek answers to questions such as the mid-term impact of training, the actual use of the procedures manual, etc. The monitoring that has been done involved almost no cost, but it would actually have been interesting to invest some funds in follow-up surveys, combined with refresher courses as described above. It should be added though that the tight schedule did not leave the (small) team much time to engage in monitoring activities.

Conclusion

The project team has done quality monitoring very seriously, but it has failed to measure progress on the basis of a properly developed PMP.

Recommendation

1. Include monitoring as an activity in its own right in the work plan of the follow-up project, to ensure that sufficient staff time and budget are being dedicated to it and that mid-term impact questions are asked and answered.

Lessons Learned & Good Practices

Lessons Learned

- The project design workshop was a necessary stage to ensure that the project's strategies were adapted to the needs of the target population and for the stakeholders to regain confidence in the project after its difficult start. The exercise should have been completed though, to include a work plan and targets, on the basis of which better indicators could have been developed.
- Monitoring should be a project activity in its own right, to make sure it gets the appropriate attention.
- The consultative approach that was used during the project requires extra time. This should be accounted for in the work plan, but it may also entail certain modesty with regard to the objectives that can be achieved.
- Obtaining sustainable results in partnership with the administration is challenging, as it lacks flexibility in budget, cannot easily attribute staff time, and has a tendency of changing priorities when the leadership changes. The latter has caused important delays to the project and changes in the work plan.
- The success of this project depended strongly on the professionalism, diplomatic skill, and cultural sensitivity of the CTA. While this was a positive attribute of the project under review, it is the potential Achilles heel of any new initiative. It implies that the choice of a CTA for a possible follow-up project will need careful consideration.
- A follow-up project will be necessary to capitalize on the training that has been provided regarding the inspection methodology, collective bargaining and the creation of enterprise committees.

Good Practices

- The participative approach has led to a strong appropriation of the project by its stakeholders, which had a positive impact on their collaboration.
- From a perspective of sustainability, the trainers' networks and the tools left by the project are very interesting outputs. In addition, the inspectors' procedures manual has already proved replicable, as it is currently being used in 18 francophone countries and it is being adapted for use in Jordan.
- The training of young unionists was relevant for two reasons: it helped to rejuvenate the graying labor unions, and is an investment in the industrial relations of the future: in ten years these people will have leading positions and will be able to capitalize on their tripartite experiences and networks.
- The quality, the practical value, and the participative approach of the workshops have been cited by all stakeholders as inspiring practices, that are already being replicated by the labor unions.
- The evaluations and knowledge tests administered at each workshop provided a continuous quality check at minimal cost.

Recommendations

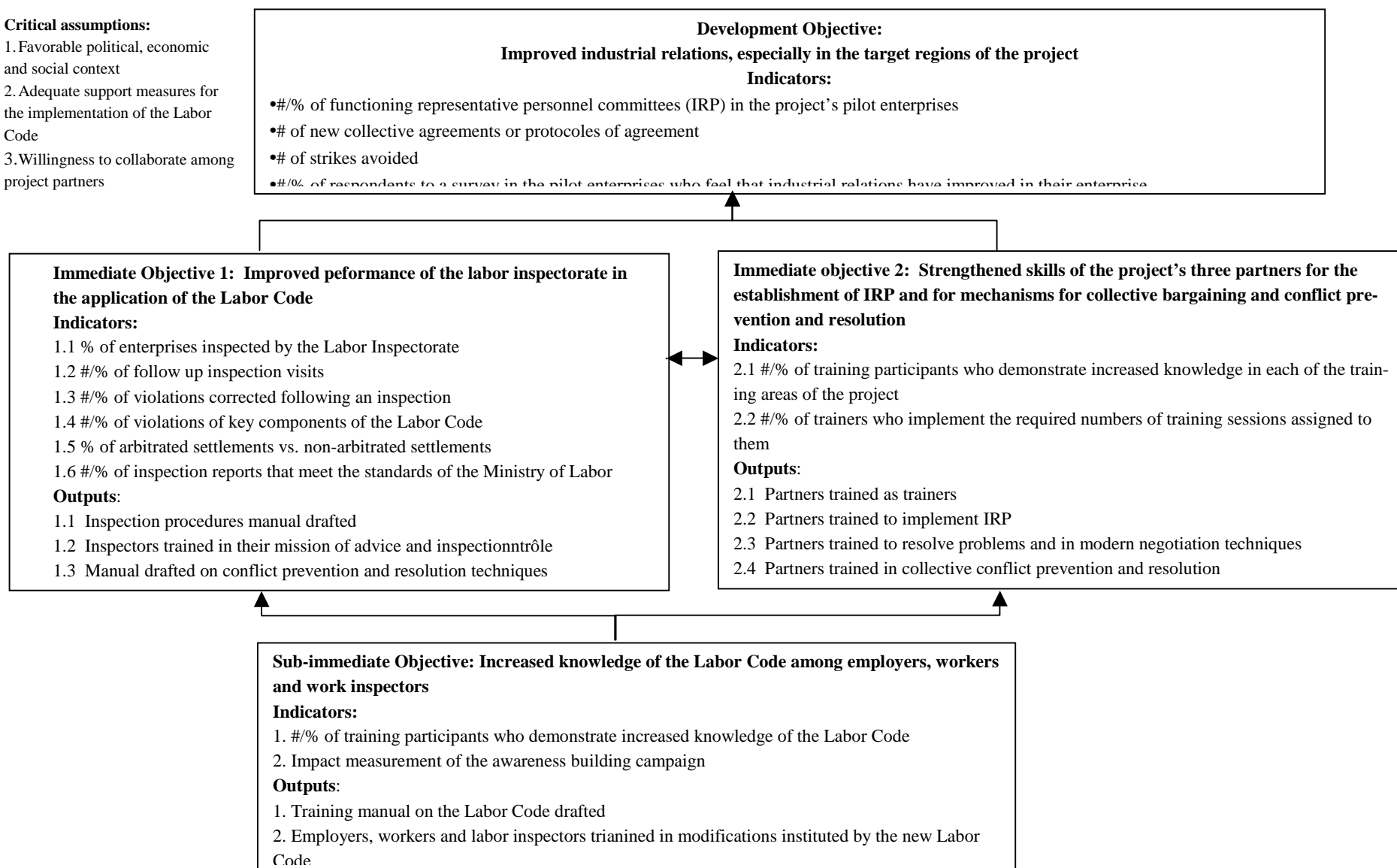
Based on the foregoing the evaluator recommends that:

1. The project obtains a no cost extension to enable the implementation of the remaining activities
2. A follow-up project be developed to capitalize on the results of the project under review. The new project ought to:
 - a. Maintain the participative style
 - b. Strengthen further the tripartite approach and activities
 - c. Ensure a full project design, including a work plan, targets and adequate indicators
 - d. Include the awareness raising component if it is not implemented during this project
 - e. Include activities that focus on the realization and operationalization of enterprise committees and collective labor agreements
3. Any new engagement by the ILO includes a Memorandum of Understanding with the government of Morocco to ensure the sustainability of results. This may be a commitment in terms of funds, staff time, and/or the elaboration of a plan of action.

Annex A: Strategic Framework

Critical assumptions:

1. Favorable political, economic and social context
2. Adequate support measures for the implementation of the Labor Code
3. Willingness to collaborate among project partners



Annex B: Project PMP September 2007

Sub Immediate Objective 1: Improved knowledge of the Labor Code among Employers, Workers and Labor Inspectors			
<i>Output 1: Training Manual on the Labor Code drafted</i>			
<i>Output 2: Employers, Workers and Labour Inspectors (LI) trained on Labor Code</i>			
Performance Indicator	Indicator Definition	Results	Comments
Assessment of Training Manual by trainees attending workshops on Labor Code.	Trainees were asked to rate Manual on a 1 (Lower) to 5 (Higher) scale.	-82% (4.1/5) rating of Training Manual by 294 Labor Inspectors following 15 - 4 day - training workshops held from March to June 2005; -90% (4.5/5) rating of Training Manual by 20 Union Trainers (RFS) following 3 day training workshop held in November 2005; -75% (3.75/5) rating of Training Manual by 20 Employer Trainers (RFP) following 3 day training workshop held November 2005.	Power Point presentations included in Training Manual have been used by Union Trainers' Network to train 536 workers delegates on Labor Code from March to December 2006. 7 articles from Training Manual are currently being reviewed and will be included in Labor Code CD ROM.
Number and percent of training participants who demonstrate increased knowledge of the Labor Code.	Percent (%) increase in good answers to a questionnaire on key provisions of Labor Code. Same questionnaire was administered before and after training.	-For 294 Labor Inspectors trained between March and June 2005, an increase in knowledge of 11,5% was observed after training. Percent of good answers to 14 questions before training was 52,3% (1934 good answers out of 3698 answers) as compared to 58,3% after training (2184 good answers out of 3746 answers); -For 20 members of RFS (Réseau des Formateurs Syndicaux- Union Trainers Network) trained in November 2005, an increase in knowledge of 22,8% was observed after training. Percent of good answers to 16 questions before training was 58% as compared to 71,2% after training;	LI average score on knowledge of Labor Code is under 60% after training. This data is troubling, considering LI are in charge of applying the Code and the main source of information on labour law. There seems to be a structural deficiency in basic training of LI.
Sub Immediate Objective 1: Improved knowledge of the Labor Code among Employers, Workers and Labor Inspectors			
<i>Output 2: Employers, Workers and Labor Inspectors (LI) trained on Labor Code</i>			
Performance	Indicator	Results	Comments

Indicator	Definition		
Number and percent of training participants who demonstrate increased knowledge of the Labor Code after training.	Percent (%) increase in good answers to a questionnaire on key provisions of Labor Code. Same questionnaire was administered before and after training.	-For 19 members of RFP (Réseau des Formateurs Patronaux-Employers Trainers Network) trained in November 2005, an increase in knowledge of 1,3% was observed after training. Percent of good answers to 16 questions before training was 60,6% as compared to 61,4% after training.	RFP members' motivation was low all along training and might explain very low progress in knowledge.
Overall assessment of Labor Code training by trainees.	Rating of training workshops by trainees based on multiple criteria (usefulness, content, quality of trainers, logistics...).	-Mean score of 81% from 294 Labor Inspectors; -Mean score of 82% by 20 RFS members (Workers); -Mean score of 79% by 19 RFP members (Employers).	
Number and percent of trainers who implement the number of training sessions assigned to them.	"Planned" vs "Delivered" number of training workshops, trainees and days of training.	1) Following an "agreement" between 3 Union partners and Project, RFS (Union Trainers Network) has delivered the following: -23 out 24 (96%) 2-day Labor Code workshops delegates; - 536 out 550 (98%) workers delegates trained on Labour Code; -1147 out of 1175 (98%) days of training delivered. 2) Half day information sessions to be delivered by RFP network and aimed at small and medium-sized enterprises had been planned with 2 Employers associations (CGEM-FCMCIS). After many unsuccessful trials, Project management cancelled planned sessions for lack of interest by both partners and RFP members.	Mean assessment score of training workshops by 536 workers delegates trainees, exceeds 80%: -82% for CDT union; -84% for FDT union; -89% for UGTM union. Last unsuccessful trial was to hold 4 experimental sessions on Labor Code in Agadir, Kenitra, Oujda and Tangier with FCMCIS (Chambers of Commerce).

Sub Immediate Objective 1: Improved knowledge of the Labor Code among Employers, Workers and Labor Inspectors

Output 3: Awareness building campaign on the Labor Code

Performance Indicator	Indicator Definition	Results	Comments
Impact measurement for the awareness building campaigns.		A Specialized CD ROM on the Labor Code (see Section 1.1.1 of September 30, 2007 Updated Work Plan) is under production and will be launched in November 2007. CD will contain an enclosed assessment card to be filled by users.	

		A pamphlet and a poster on key provisions of Labor Code aimed at a large audience have been envisioned in Work Plan 2007 (see section 1.3.1). As Employment Ministry does not seem to consider a proposed pamphlet to be useful, proposal may well be abandoned.	
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Immediate Objective 1: Improved performance of the Labor Inspectorate in the application of the Labor Code			
<i>Output 1: Drafting an Inspection Procedures (methodology)Manual</i>			
<i>Output 2: Inspectors trained in the mission of control and advice</i>			
Performance Indicator	Indicator Definition	Results	Comments
Assessment of Inspection Procedures Manual by Labor Inspectors who attended training on methodology.	Trained LI were asked to rate Manual on a 1 (Lower) to 5 (Higher) scale.	83% (4.15/5) rating of Inspection Procedures Manual by 278 Labor Inspectors who participated in 18- 3 day-regional workshops held between May and September 2006. Inspection Procedures Manual has been adapted to be used by 18 French speaking countries of Africa as a reference tool for their Labor Inspectors.	Unfortunately, the Employment Ministry has never issued a circular or directive formerly asking LI to follow Inspection procedures included in the Manual. This lack is limiting the impact of the Manual on the everyday practice of inspection.
Number and percent of Labor Inspectors who demonstrate increased knowledge of Labor Inspection Methodology after training.	Percent (%) increase in good answers to 10 key questions regarding Inspection Procedures. Same questions were administered before and after training.	-For 278 Labor Inspectors trained between May and September 2006, a significant increase in knowledge of 28,6% was observed after training. Percent of good answers to 10 questions before training was 57,3% (1541 good answers out of 2690 answers) as compared to 73,7% after training (1991 good answers out of 2700 answers);	
Overall assessment of Inspection Methodology by trained Labor Inspectors.	Rating of training workshops by LI based on 7 criteria (usefulness, content, quality of trainers, logistics...).	-Mean score of 83,7% from 278 Labor Inspectors; -A noticeable score of 85% for the RIF team (Réseau des Inspecteurs Formateurs- Inspectors Trainers Network) , as compared to an 84% rating for the renowned team of law professors who did the 2005 Labor Code.	The RIF high rating is interesting in link with the fact that many in the Employment Ministry doubted an internal trainers' network would be workable. Unfortunately, the Ministry is not relying on those well trained LI to deliver more training.
Immediate Objective 1: Improved performance of the Labor Inspectorate in the application of the Labor Code			
<i>Output 3: Conflict prevention and resolution manual drafted (postponed to 2008)</i>			
<i>Output 4: Inspectors trained in the mission of conflict prevention and resolution (postponed to 2008)</i>			
<i>Output 5:Organizational and logistical support provided to pilot delegations(no specific indicator)</i>			
Performance Indicator	Indicator Definition	Results	Comments

Percent of enterprises inspected by Labor Inspectorate		<p>Sole data is the total number of inspections: 2004: 23,478 (as compared to 2004) 2005: 20,725 (-11,7%) 2006: 18,852 (-19,7%)</p> <p>The 20% drop in the number of inspections between 2004 and 2006 is part of a trend showing a 36% decline in the number of inspections per year between 2002 and 2006.</p>	<p>From 2002 to 2006, the number of visiting inspectors in the field remained constant (217 in 2002, 214 in 2003; 220 in 2004; 195 in 2005 and 218 in 2006). There was a 36% decline in the average number of inspections per inspector; from 136 inspections in 2002 to 107 in 2004 (-21%); and from 107 in 2004 to 87 in 2006 (-18,7%).</p>
Number and percentage of follow up inspection visits		<p>Not available. Employment Ministry has no data on follow up visits and no systematic process to undertake follow up visits.</p>	
Number and percent of violations corrected following a labor inspection		<p>Not available. Employment Ministry does not track such data.</p>	
Number and percent of violations of key components of the Labor Code		<p>Available data are the following: 1) Total violations (including OSH): 2004: 848,157 (as compared to 2004) 2005: 779,251 (-8,1%) 2006: 714,256 (-15,8%) 2) Health violations: 2004: 26,113 (as compared to 2004) 2005: 21,096 (-19,2%) 2006: 30,260 (+15,9%)</p>	<p>Data do not necessarily reflect an improvement or worsening of violations and need to be linked to decline in the number of inspections.</p>

Immediate Objective 1: Improved performance of the Labor Inspectorate in the application of the Labor Code

Performance Indicator	Indicator Definition	Results	Comments
Number and percent of violations of key components of the Labor Code		<p>3) Safety violations: 2004: 30,259 (as compared to 2004) 2005: 27,404 (-9,4%) 2006: 21,051 (-30,4%)</p>	
Number and percentage of successful conciliation initiative.		<p>Not available. Employment Ministry does not collect such data.</p>	

Number and percentage of inspection reports that meet the standards of the Ministry of Labor.		Not available. Employment Ministry has no standards for inspection reports.	
<p>The last 7 indicators are not necessarily appropriate for the following reasons:</p> <p>1) When they were established in January 2005, Employment Ministry officials did not clearly stated that data related to those indicators were not collected;</p> <p>2) Following an agreement with the former Secretary General, Project CTA started a planning process in May 2005 with 4 regional Employment Delegations (Agadir, Fes, Marrakech, Tangier) aimed at identifying specific issues and measurable targets in relationship with Labour Inspections and Social Dialogue. Equipment and other means were to be provided by project in support of this results-based process. A new Secretary General has then been appointed in the course of the planning process. After a few months in office, he took the decision to launch a comprehensive national program to bring Moroccan enterprises to voluntarily implement key new Labor Code provisions. As regional Employment Delegations played a central role in implementing this program, there was no place for 2 new initiatives at the same moment, all the more that the new Secretary General also chose to modernize key employment delegations, namely Casa-Anfa and Rabat. He requested the project to invest heavily in office and computer equipment while the Ministry would pay to renovate the infrastructure;</p> <p>3) Generally speaking, those indicators are broad and do cover the whole spectrum of Labour Administration activities while the project's immediate objectives and related activities are much more targeted and focused.</p>			
<p>Immediate Objective 2: Strengthen the capacity of the three partners of the project to put in place the IRP, collective bargaining and conflict resolution mechanisms</p>			
<p><i>Output 1: Partners trained as Trainers</i></p> <p><i>Output 2: Partners trained to implement IRP (Enterprise Committees)</i></p> <p><i>Output 3: Partners trained to use modern bargaining and problem solving techniques(including emerging union leaders)</i></p> <p><i>Output 4: Partners trained in prevention and resolution of collective disputes (postponed to 2008)</i></p> <p><i>Output 5: Logistical support provided to social partners(no specific indicator)</i></p>			
<p>Performance Indicator</p>	<p>Indicator Definition</p>	<p>Results</p>	<p>Comments</p>
<p>Number and percent of RFP (Employers' trainers)and RFS (Unions trainers) training participants who demonstrate increased knowledge of Training of Trainers (ToT) techniques.</p>	<p>Percent (%) increase in good answers to 20 questions on training techniques. Same questions were administered by training consultants before and after each of 2 training workshops.</p>	<p>-For 19 members of RFP (Réseau des Formateurs Patronaux) trained in December 2005 and January 2006, a 278% increase in knowledge after first workshop (mean score of 21,3% before training as compared to 59,2% after training). Knowledge increased by 409% after second workshop (mean score of 14,5% before training as compared to 59,3% after training).</p>	

		-For 20 members of RFS (Réseau des Formateurs Syndicaux) trained in November and December 2005, a 1484% increase in knowledge after first workshop (mean score of 4,9% before training as compared to 72,9% after training). Knowledge increased by 1668% after second workshop (mean score of 4,7% before training as compared to 78,4% after training).	
Overall assessment of ToT workshops by RFP and RFS members	Rating of training workshops by trainees based on multiple criteria	1) First workshop: RFP: Mean score of 86,1%; RFS: Mean score of 83,8% 2) Second workshop: RFP: Mean score of 88,1% RFS: Mean score of 86,2%	

Immediate Objective 2: Strengthen the capacity of the three partners of the project to put in place the IRP, collective bargaining and conflict resolution mechanisms

Output 2: Partners trained to implement IRP (Enterprise Committees)

Output 3: Partners trained to use modern bargaining and problem solving techniques(including emerging union leaders)

Performance Indicator	Indicator Definition	Results	Comments
Number and percent of training participants who demonstrate increased knowledge of Enterprise Committees and problem solving techniques.	Percent (%) increase in good answers to 5 questions on Enterprise Committees and problem solving techniques. Same questionnaire was administered before and after training.	-A 33,8% increase in knowledge occurred before and after testing . Average score before test was 53% and 70,9% after test. -49 participants in 5 training workshops held in May, June and July 2007	
Overall assessment of Enterprise committees training by trainees	Rating of training workshops by trainees based on multiple criteria	Mean score of 85,4%	
Number and percent of training participants who demonstrate increased knowledge after training on Interest-Based Bargaining (IBB) and problem solving	Percent (%) increase in good answers to 5 questions on IBB and problem solving techniques. Same questionnaire was administered before and after	-A significant 69,5% increase in knowledge recorded before (53% of good answers) and after (70,9% of good answers) a joint labour-management training session held in May 2007 at ONCF (Moroccan Railway Corporation).	

techniques.	training.	-A non significant 1,6% increase in knowledge recorded before (55,1% of good answers) and after (56% of good answers) a joint labour-management training session held in June 2007 in Tangier with participants from private enterprises.	
Overall assessment of IBB training by trainees.	Rating of training workshops by trainees based on multiple criteria	-Mean score for ONCF: 84% -Mean score for Tangier workshop: 86%	

Immediate Objective 2: Strengthen the capacity of the three partners of the project to put in place the IRP, collective bargaining and conflict resolution mechanisms

Output 3: Partners trained to use modern bargaining and problem solving techniques(including emerging union leaders)

Performance Indicator	Indicator Definition	Results	Comments
Number and percent of young emerging union leaders who demonstrate increased knowledge after training on collective bargaining techniques (including IBB and problem solving techniques).	Percent (%) increase in good answers to 9 questions on collective bargaining . Same questionnaire was administered before and after training.	For 61 young emerging leaders divided in 3 groups and trained between December 2006 and May 2007, a 23,7% increase in knowledge was observed after training. Percent of good answers to questionnaire before training was 47,3% as compared to 58,5% after training.	
Overall assessment of IBB training by trainees.	Rating of training workshops by trainees based on multiple criteria	Overall mean score: 92,7% 1 st group: 94% 2 nd group: 91% 3 rd group: 93%	
None		November 2006 study tour in Montreal and Washington resulted in 2 significant events: -A tripartite seminar on arbitration held in Morocco in June 2007 to revive implementation of the Moroccan labor arbitration regime; -Establishment of relationships between a Moroccan (CDT) and a Canadian (CSN) union , including a seminar on the Quebec Industrial Relations system held in Casablanca in July 2007 at the request of CDT. CSN president took this opportunity to visit Mo-	

		rocco and meet with CDT leaders.	
Number and percentage of IRPs in the project's pilot enterprises.		19 enterprises have already participated in 5 -2 day- joint training workshops held between May and July 2007. 7 other regional workshops aimed at more than 20 are planned from October to December 2007.	
Number of new collective agreement and protocols of agreement.	New collective agreements registered by Employment Ministry .	7 since 2004 according to Employment Ministry. We are sure of 4 new agreements since 2004: 1 in 2004; 2 in 2005 and 1 in 2006.	
Number of strike avoided.	Data collected by Employment Ministry.	2004: 756 2005: 969 2006: 834	As there is no central definition of the concept of "avoided strike", we are not sure that this is a reliable date because there is not necessarily coherence in the answers of the 43 Employment Delegations providing data.
Number and percent of respondents to a labor relations survey who feel that industrial relations has improved in their enterprises.		No survey will be conducted.	Improper indicator in relationship with project activities.

Annex C: Implementation Schedule

Objective	Output	Planned activities	Date	Status	Comments
IO 1	1.1. Inspection procedures manual drafted	Delivery of a workshop to design an Inspection Procedures Manual (Guide de Méthodologie des Visites d'Inspection)	July 4-8, 2005	Completed	A team of 5 writers from RIF has been set up to draft the Manual under the coordination of Ahmed Bouharrou from DT. Design workshop was facilitated by 2 experts, one from INTEFP and Normand Lécuyer

Objective	Output	Planned activities	Date	Status	Comments
		Production of a full French version (5 th draft) of the Inspection Procedures Manual	July 13-Dec 23, 2005	Completed	RIF and 12 ED were consulted on a 2 nd draft in early November. Fifth draft has been sent to RIF and 12 ED for comments. Final version will be translated in Arabic by Jan, 31 2006.
		Production of a bilingual version of the Inspection Procedures Manual	Jan-Apr, 2006	Completed	Printed by May 5 2006
	1.2. Inspectors trained in their mission of advice and inspection	Production of the training manual and delivery of the 3-day workshops by the RIF on the inspection methodology for all labor inspectors	May-Nov, 2006	Completed	10-12 May: 2 pilot workshops May 22 – November 22: 17 workshops for all labor inspectors, including 50 newly hired inspectors.
	1.3. Manual drafted on conflict prevention and resolution techniques	Production of a bilingual, Arabic and French, Conciliation Manual aimed at Labor Inspectors.	To be delivered before April 30	Postponed to 2008	In September 2007, the Employment Ministry and project CTA finally reached an agreement to design a conciliation guide and train all LI between February and June 2008.
	1.4. Inspectors trained in their mission to prevent and resolve conflicts	Design of a training program on collective labor conflict resolution by French and Quebec experts.	17-21 Jan, 2006	Completed	
		Training proposal for a specialized team of mediators to deal with collective bargaining complex cases.	Jun-Dec, 2006	Cancelled	Cancelled in accordance with Employment Ministry position; proposed again on November 2 2007
		Design and delivery of regional training workshops on conciliation techniques to 300 Labor Inspectors	Delivery scheduled for May & June	Postponed to 2008	Training will be focused on basic conciliation techniques and skills for all LI. Delivery of training will be done by RIF members for 2/3 and Labor Inspectors experienced in conciliation for 1/3.
	1.5. Logistic support provided for the inspection system	Provision of equipment and training on computer proficiency to regional Employment Delegations	Delivery between April and September, 2007	Ongoing	Material support (furniture and computer equipment) for pilot Employment Delegations to improve their performance in Labor Code implementation. The delegations of Fez and Marrakech had submitted an action plan and received equip-

Objective	Output	Planned activities	Date	Status	Comments
					ment accordingly; the two delegations in Casablanca, the delegation of Rabat and the labor directorate have been equipped according to a plan made by the ministry. Two more delegations will follow and the equipment of a meeting room at the LD.
IO2	2.1. Partners trained as trainers	Competition to select a 13 members Inspectors Training Network (RIF: Réseau des Inspecteurs Formateurs) to train labor inspectors on Inspection Procedures and Conflict Prevention and Resolution	April-May, 2005	Completed	In terms of sustainability, hope is that RIF will become Employment Ministry regular training team: e.g. to train 50 new inspectors to be hired in 2006
		Delivery of a Training of Trainers (ToT) workshop for RIF	June 6 -10, 2005	Completed	Training given at no cost to project by 2 French experts from INTEFP (Institut National du Travail, de l'Emploi et de la Formation Professionnelle)
		Delivery of a Labor Inspection Methodology workshop for RIF	June 13-17, 2005	Completed	Training at no cost to project by 2 experts from INTEFP plus an international consultant, previously with ILO: Normand Lécuyer
		Delivery of 2 training workshops for RIF on the use of computers (Word, Power Point, Outlook, Explorer)	Sept 19-22 Nov 8-11, 2005	Completed	Most RIF members were not familiar with basic computer software
		Production of a training program on Inspection Methodology by RIF	Nov 21-25, 2005	Completed	This training program will be delivered to all LI and ED between March and June 2006. The workshop was facilitated by 2 INTEFP experts.
		Delivery of a 1 st Training of Trainers (ToT) workshop for RFS (Workers Trainers Network)	Nov 25-27, 2005	Completed	
		Delivery of a 1 st Training of Trainers (ToT) workshop for RFP (Employers Trainers Network)	Dec 1-3, 2005	Completed	
		Delivery of 2 nd Training of Trainers (ToT) workshop and training modules on Labor	Dec 23-25, 2005	Completed	

Objective	Output	Planned activities	Date	Status	Comments
		Code for constituents			
		Training of Workers Trainers Network (RFS) to deliver two 2-day training modules in Arabic to union stewards (see 2.3.2): Module A: Representing workers at the workplace, including the Enterprise Committee level; Module B: Collective bargaining techniques.	1 st workshop: April 19-21 2 nd workshop: May 13-17	Completed	Training material developed to train young emerging union leaders (see 2.3.1) will be used and translated in Arabic. 10 RFS members plus 8 talented young emerging union leaders who will deliver the training workshops, have been trained by Claude Rioux (international expert) and Naima Tchiche (NPC).
		Design of a 2-day joint labor-management training program on Enterprise Committees and production of Guidelines and Procedures for implementation of those committees. Delivery of training on the role and working of an Enterprise Committee to Moroccan trainers.	Delivered before April 30 Delivered October 2007	Completed	Training program and Guidelines on enterprise committees have been delivered by international consultant in April. 2 Moroccan consultants have been selected. A workshop was held jointly by international and national consultants on October 23-24 in Rabat and served to transfer training package locally.
		Additional RFS members trained as trainers	Oct 27-30 2007	Completed	Upon request by the UNTM 10 of their delegates have been trained as trainers on workers' representation and negotiation, along with 2 delegates from the UGTM. 2 nd part scheduled for Dec 07
	2.2. Partners trained to implement IRP (EC)	Training workshops on OSH	Planned for late 2006	Cancelled	This activity has been cancelled upon consultation with a bilateral program between Denmark and Morocco focusing specifically on OSH that has recently started.
		Selection and delivery of joint labor-	Delivery	On schedule	-An experimental workshop was held in Meknes

Objective	Output	Planned activities	Date	Status	Comments
		management training workshops on the role and working of an Enterprise Committee in 18-24 pilot enterprises.	between May and November 2007		on May 7-8 and -4 workshops were held in Casablanca and Rabat in June and July in partnership with CGEM. Increase in knowledge for 5 workshops was 34%, with a satisfaction score of 85%. -6 other workshops are planned with CGEM in October and November, most of them being delivered in Arabic by two national consultants.
	2.3. Partners trained to resolve problems and in modern negotiation techniques	Funding, jointly with ILO International Training Center, of a workshop on National Social Dialogue aimed at tripartite participants from 4 Arab countries.	May 28 - June 9, 2005	Completed	7 Moroccan delegates (2 employers, 3 unions, 1 Employment Ministry, NPC) instead of 3, were able to participate.
		Organized a two week tripartite study tour on the key features of the North American industrial relations system (Quebec and Washington)	November 6 to 17, 2006	Completed	11 participants: from the Employment Ministry (3), the employers' organisations (3) and the labor unions (3) as well as the NPC and the CTA of the project.
		Training of 60-65 young emerging union leaders from private sector and public corporations to improve their skills and influence at the workplace level. 3- 3day - modules have been developed by an international union specialist. Module A: Representing workers at the workplace, including the Enterprise Committee level; Module B: Collective bargaining techniques; Module C: Globalization and industrial relations.	Delivery between January and Mid-May 2007	Completed	61 young emerging union leaders were trained, including 16 women (26%). Overall rate of satisfaction: 93%. 24% increase in knowledge of collective bargaining key elements, following administration of a questionnaire before and after training.
		Delivery by RFS of 24-30 workshops aimed at 240-300 Union Stewards. Each participant will follow a 4 day (2 modules	Delivery between June 1st and	On schedule	Training workshops started in June. CDT has already delivered 80% of planned workshops and trained 80 workers delegates. UGTM has trained

Objective	Output	Planned activities	Date	Status	Comments
		x 2-day per module) training package in Arabic covering 2 topics: Module A: Representing workers at the workplace, including the Enterprise Committee level; Module B: Collective bargaining techniques	Mid December, 2007		40 militants. FDT will deliver its training program in November and December.
		Support to Employment Ministry and social partners (growers associations and local unions) of the Agadir are to establish a social dialogue process in the agricultural sector that may conclude by signing of a regional collective agreement covering 40,000 agricultural workers covering the largest agricultural area in Morocco.	May to December, 2007	Delayed until further notice from Employment Ministry	The project's CTA and the Director of Labor agreed to work closely to assess social partners' needs and common interests and support them in establishing a productive social dialogue and, eventually, a collective agreement. After fruitless attempts at setting dates for a mission in Agadir, project CTA decided to wait for the Ministry to take the initiative. No return from Labor Director until now.
	2.4. Partners trained in collective conflict prevention and resolution	Delivery of a tripartite program on arbitration of grievances and disputes as an alternative solution to court litigation and open conflict (strike or lock out). Program is aimed at a better knowledge of the north American experience with grievances and disputes resolution by arbitration and at debating means to adapt and transfer best practices in the Moroccan industrial relations system.	June 26-27 2007	Completed	3 renowned arbitrators, 2 from Canada and 1 from USA, gave lectures on diverse aspects of arbitration processes to an audience of 50 government and social partners' representatives. Discussions were held on the best practices and ways to implement effective labor arbitration in Morocco. Following seminar, Employment Ministry has called a tripartite technical committee meeting (held July 24) to dress a list of arbitrators and discuss options to remunerate future arbitrators.
	2.5 Logistic support provided to the social partners	Endowment of 4 social partners (CGEM, FDT, FCMCIS, UGTM) with computers and other office equipment	Feb 26 – Mar 18, 2005	Completed	Computer equipment for CDT had been provided in April 2004 at a cost of 14,102\$. UMT is not participating in the project. 15,000\$ has been put aside in case of a change of mind.

Objective	Output	Planned activities	Date	Status	Comments
		Computer and office equipment endowment to project's partnering unions	Delivery before May 31 st , 2007	Delivery for end of 2007	Union partners will assess their needs and provide estimates from 3 suppliers before October 30 th , 2007.
SIO	3.1. Training manual on the Labor Code drafted	Production, by a team of 4 Moroccan law professors, of a Labor Code training manual structured in 7 modules and used in all Labor Code training workshops	Dec 2004 to Jan 30, 2005	Completed	This manual is a versatile tool highly recognized by trainees. Satisfaction rate for Documentation: LI: 82% - RFS: 90% - RFP: 75% - Alliance: 91%
		Production of an Arabic and French CD containing detailed information on Labor Code and targeting HR specialists, union representatives and government officials.	To be published before September 30 th	Under production Delayed to November 30 th	CD will include Labor Code, regulations, jurisprudence, updated articles originally published within binder produced in 2005, and 100 key Questions and Answers on the Labor Code. Professor Rachid Filali Meknassi is in charge of the CD content. His contract was signed on July 18 and provides for delivery of content for October 30, 2007. Validation of 100 Q/A with Employment Ministry has taken place on October 4 and 3 estimates for design and production of 6,000 copies of CD have been requested for October 5 th .
	3.2. Employers, workers and labor inspectors trained in modifications instituted by the new Labor Code	Delivery of 17- 4 days- training workshops on Labor Code for all Employment Delegates (ED) and Labor Inspectors (LI)	Feb 28-June 23, 2005	Completed	43 Delegates and 294 LI trained. Overall satisfaction rate: 79%; For On key factors: 82%. Knowledge improved from 1% to 19% on 6 out of 7 modules (see Oct 2005 full report).
		Delivery of 2 training workshops on Labor Code aimed at 35 professionals of the Labor Directorate and 9 Medical Inspectors	Sept 19-20 and Sept 26-28, 2005	Cancelled	CTA cancelled planned workshops after Employment Ministry officials opposed, without any clear explanation, the selection of previously agreed upon trainers.
		Selection of a 21 members Workers Trainers Network (RFS:Réseau des Formateurs	Nov 11-13, 2005	Completed	21 members from 3 unions (CDT,FDT,UGTM) Overall satisfaction rate: 82%

Objective	Output	Planned activities	Date	Status	Comments
		Syndicaux) and delivery of a 3 days training workshop on the Labor Code			Knowledge improved from 8% to 29% on 5 out of 7 modules
		Selection of a 22 members Employers Trainers Network (RFP:Réseau des Formateurs Patronaux) and delivery of a 3 days training workshop on the Labor Code	Nov 10,11 and 30, 2005	Completed	22 members from 2 employers' organizations (CGEM, FCMCIS). Overall satisfaction rate: 79% Knowledge improved from 3% to 16% on 4 out of 7 modules
		Delivery of a 3 days training workshop on Labor Code for members of a Working Women Rights Alliance (an NGO network)	Dec 2-4, 2005	Completed	16 women from 2 unions (CDT, UMT) and 2 NGO's Overall satisfaction rate: 82%
		Design by RFS of training modules for workshops on Labor Code	Dec 24-25, 2005	Completed	
		Training on the labor code by workers trainers network (RFS)	March-December 2006	Completed	536 workers delegates and union stewards have been trained on the Labor Code key provisions through 23 workshops given by the Workers Trainers Network (RFS) set up by the Project
		Short information sessions on the Labor Code delivered by the RFP to representatives of small and medium enterprises.	April-December 2006	Cancelled	FCMCIS was to give information sessions in 5 chambers (Agadir, Kenitra, Meknès, Oujda, Tanger).
	3.3. Awareness building campaign on the Labor Code implemented	Awareness raising campaign on the labor code for a wide audience by means of a brochure comprising 100 Q&A.	Planned for 2006	Cancelled	Upon consultation with the Ministry priority was given to the CD to provide detailed information to specialists. The Q&A will be integrated into the CD.
		Production of awareness raising material on labor legislation in the form of a brochure, poster and flyers in colloquial Arabic on 10 key provisions of labor law. This informative material will target at a large audience of salaried workers. Distribution will be mainly through Employment Delegations, unions and NGO's.	Planned for 2008	Delayed	40 short statements covering 16 key topics of Labor Code have been drafted in Arabic and French and 4 tenders have been received for production of 100,000 copies of 4-page pamphlet in Arabic, 25,000 copies in French and 3,000 posters in Arabic. However, the Employment Ministry has decided against the brochure after all and prefers to focus on the CD.

Objective	Output	Planned activities	Date	Status	Comments
	Extra activities	Strategic Planning and PMP Workshop (Design Mission)	Jan 10-14, 2005	Completed	Design mission was the first planning exercise done with the full contribution of all the project's partners
		Consultative Committee Meetings	1-2 per year	Completed	Consultative meetings for monitoring and validation of work plans
		Mid-term Evaluation Mission	Dec 5-9, 2005	Completed	Evaluation report produced in January 2006
		Seminar on Quebec industrial relations system and CSN history, orientation and structure proposed by CDT	July 1-2, 2007	Completed	-CDT established first contacts with CSN (Confederation of National Trade union) during 2006 study tour in Montreal. Proposed seminar was attended by 25 CDT officers. CSN president visited Morocco on that occasion and leaders of both organizations have expressed their will to cooperate on a regular basis.
		Training of enterprise committee delegates at CDG and ONCF	Mid-October -December 31 ^s 2007	Completed	ONCF have asked project for joint training of delegates sitting on 16 local labor-management committees. CDG, largest financial institution in Morocco, has asked a specific training for its enterprise committee delegates.
		An Interest-Based Bargaining (IBB) workshop for management and workers representatives of the central enterprise committee of the National Railway Office (ONCF)	May 2007	Completed	70% increase in knowledge and 84% global satisfaction rate.
		-Joint training workshops in Tangier on global production systems; -Join training in Interest-Based-Bargaining and problem solving techniques in Tangier.	June 2007	Completed	Project has agreed to support an interesting regional social dialogue forum in Tangier, initiated by a young business leaders association. Satisfaction score was 80% for first training session and 84% for second workshop.

Annex D: Follow-Up on the Mid-Term Recommendations

Category		Recommendation	Follow-up
Project design	R1	Given the strong interest expressed by all stakeholders in pursuing opportunities for tripartite dialogue, the project should seek to include at least one tripartite session in each of its future training programs.	Implemented in as far as relevant for the activity.
Project Implementation	R2	Each of the eight pilot delegations should commit to working in depth with at least two enterprises in its jurisdiction during the first year of the pilot program, to assist in creating model industrial relations programs, including an OSH Committee and/or an Enterprise Committee. This would result in a group of at least 16 pilot enterprises over the life of the project that would serve as role models for other firms.	The idea of working with eight pilot delegations has been abandoned when the PAN was developed and the priorities of the Ministry changed. Two delegations had already written proposals (Fez and Marrakech) and have benefited from equipment, so that at least part of the promise to them could be kept.
	R3	Two teams of special resource persons should be trained within the LD, one in results management and one in conciliation.	This idea was part of the proposal to work with pilot delegations. What remains of it is the training on conflict resolution scheduled for 2008.
	R4	The development of the enterprise-level survey should be carefully designed to ensure that other background data on the enterprise and its industrial relations process (or lack thereof) is collected at the same time as data on employer and worker attitudes and behaviors.	This activity has been dropped. Instead the project has delivered the training on enterprise committees with the CGEM.
	R5	For the remainder of the project, project resources and activities should be focused on the specific objectives outlined in the strategic framework. It will be difficult to turn down requests for support from other entities, but decisions must be centered on how to achieve the project's objectives.	The project team felt it was important to be flexible with requests from stakeholders and has granted these as long as they were in line with the project's objectives.
	R6	Performance data should be collected on the indicators and used to make an analytical judgement of the validity of the project strategy. As feasible and if reliable, relevant statistics collected by MEFP may be used, along with primary data collected directly by the project on the target delegations and enterprises. A periodic review of strategy based on performance data can help inform management decisions. This exercise would also serve as a model for the results management orientation that the project hopes to impart to the selected employment delegations.	The PMP has never been used and has therefore not served as a tool for management decisions
	R7	To obtain a measure of the workshops' effectiveness from the standpoint of increased knowledge, the pre and post test instrument should be redesigned using multiple choice questions and emphasizing the main points of the training imparted. Each pre and post- test instrument should be pre-tested with at least 5 participants to ensure that it is adapted to the audience.	This has been done. The most important adaptation was to replace the existing questions, to which the answer was not always straightforward, by multiple-choice questions.
	R8	The CTA should operationalize the project's performance monitoring system and begin reporting available data as of the March 2006 Technical Progress Report.	The CTA has operationalized the indicators only towards the end of the project and reported on them for the first time in September 2007.
	R9	Baseline data on the pilot delegations and pilot enterprises should be collected as soon as they are identified.	This recommendation lost its relevance after the activities with the pilot delegations had been dropped.
	R10	A sustainability plan should be developed by the project, working with its stakeholders, to ensure that: 1) the new inspection and conciliation procedures are institutionalized by the LD; 2) the RIF and project training approaches are integrated into INTPS programs; 3) RFP and RFS are incorporated into the outreach and training units of their constituent groups; 4) results management best practices are analyzed and disseminated to all employment delegations based on the experience from the 8	No sustainability plan has been developed. The project has sought to create a lasting impact, but this has not been ensured for all results. 1) and 2) are still a concern; 3) has been achieved; 4) activity dropped; 5) no best practices have been collected.

Category		Recommendation	Follow-up
		pilot delegations, and 5) industrial relations best practices are analyzed and disseminated to unions and the employers' associations for their membership.	
	R11	Given the increased pace of implementation, PAC meetings should be organized at least quarterly to review progress with stakeholders.	PAC meetings have been held once in 2006 and twice in 2007.
	R12	Given the scope of the planned activities, the project should carefully weigh requests for new activities since broadening the scope might detract from achieving project objectives.	The project team felt it was important to be flexible with requests from stakeholders and has granted these as long as they were in line with the project's objectives.
	R13	If staff overload becomes an issue in Year 2, , USDOL and ILO should examine options for increasing personnel resources, including hiring an additional staff person reporting to the NPC, hiring temporary staff during peak periods of activity, or involving staff from other organizations, such as the INTPS. These options would have to be funded from the existing budget and some adjustment between the budget for administration and activities might be required if new staff were to be hired.	There has been no staff overload.
	R14	ILO Algiers and UNDP Rabat should coordinate efforts to ensure prompt payment of invoices and wages for the project in Rabat	Disbursements have been fast since the mid-term evaluation, due to an internal reorganization at the UNDP and improved communication between the project and the UNDP.

Annex E: List of Persons Met and Meeting Schedule

ILO

Lisa Wong	Declaration Geneva
Thierry Nicod	Dialogue Geneva
Corinna Vargha	Dialogue Geneva
Roger Lecourt	CTA Morocco
Naima Tchiche	NPC Morocco
Mouna Mohktar Jamai	Financial and administrative assistant Morocco

Government

M. Khouja	Secrétaire general du Ministère de l'Emploi et de la Formation Professionnelle
M. Addoum	Directeur du Travail
Lamli Abdessalam	Chef de service des lois sociales en agriculture
Arfi Aberrahmane	Chef de service de l'inspection du travail
Baallal Mohamed	Chef de la division de la cooperation
Saâdia Fahem	Chef de service des organismes internationaux du travail
Bouharrou Ahmed	Chef de la division de la reglementation et des organismes internationaux du travail
El Jirari Nohcine	Chef de la division du control de l'application de la legislation du travail dans les secteurs Industries, Commerce et Professions Libérales
Nimoun el Kaïssi	Chef de service des relations professionnelles dans le secteur agricole
Rguig Abdelhak	Inspecteur du travail Rabat
Abdennaler Benmbarka	Inspecteur du travail Temara
Laaroussi Layachi	Inspecteur du travail Rabat
Sabri Brahim	Inspecteur du travail Salé
Khan Lidin	Inspecteur du travail Salé
Khalidé Nnaji	Inspecteur du travail Temara
Abderramad Assim	RIF
Abderrahim Ghamgui	RIF
Brahim Aboussad	RIF
Laajaj Hassan	RIF
El Ouarzazi Choudi	RIF
Moha Aajli	Délégué de l'emploi à Casablanca

Labor Unions

Mountassir Badreddine	CDT, young emerging leader
Mustapha Bellout	UGTM, young emerging leader
Bakkali Kacemi Anass	UGTM, young emerging leader
Khalgene Mohamed	FDT, young emerging leader
Kassy Khadidja	FDT, young emerging leader
Abdeljalil Miliani	CDT, young emerging leader
Amine Changuiti	CDT, RFS
Abdelkarim El Aziz	CDT
Hachimi Abderrahman	FDT
Abdelhamid Fatihi	FDT
Mohamed Kabbaj	UGTM
Lahsen Hansali	UGTM
Amine Semlali	FDT, RFS
Ansar Youssef	FDT, RFS
Lahsen Hausali	UGTM, RFS
Mustapha Nakroum	UGTM, RFS

Employers

Abdelmajid Tazlaoui	CGEM
Malika Maleh	CGEM

Khalil Ibn Yaich

FCMCIS

Others

Claude Rioux

Consultant

Rachid Filali Meknassi

Consultant

Date	Time	Activity	Place
	8h30 - 9h00	Meeting with the project staff	Project office
Monday 29 October	9h30 - 10h30	Meeting with M. Khouja, Secrétaire Général	Office of the secretary general, MEFP, Rabat
	10h30 - 12h30	Meeting M. Khouja, M. Addoum (Directeur du travail), M. Baalal (chef de Division de la Coopération)	Labor Direction, Rabat
	14h00 - 16h00	Meeting with Mme Naima Tchiche (Coordonnatrice Nationale)	Project office
	16h00 - 17h00	Meeting with Mlle Mouna Mokhtar Jamaï (Financial and administrative assistant)	Project office
	18h00 - 19h30	Meeting with M. Claude Rioux (Consultant)	Project office
	20h30	Dinner with M. Roger Lecourt (CTA)	Rabat
Tuesday 30 October	8h30 - 10h30	Meeting with M. Roger Lecourt	Project office
	11h00 - 13h30	Travel to Casablanca and lunch	Casablanca
	13h30 - 15h30	Meeting : MM. Abdelkarim El Aziz and Abdelmalek Aferiat	Confédération Démocratique du Travail (CDT), Casablanca
	16h00 - 18h00	Meeting : MM. Abdelhamid Fatihi and Abderrahman Hachimi	Fédération Démocratique du Travail (FDT), Casablanca
	20h00	Dinner with M. Moha Ajli (Regional employment delegate)	Casablanca
Wednesday 31 October	8h30 - 10h00	Meeting: M. Abdelmajid Tazlaoui and Mlle Malika Maleh	Confédération générale des entreprises du Maroc (CGEM), Casablanca
	10h30 - 12h30	Meeting with 5 members of the Réseau des Inspecteurs Formateurs (RIF)	Anfa delegation, Casablanca
	14h00 - 16h00	Meeting with 6 members of the Réseau des Formateurs Syndicaux (RFS)	Anfa delegation, Casablanca
	16h00 - 18h00	Meeting with 6 young unionists	Anfa delegation, Casablanca
	20h00	Dinner with M. Rachid Filali Meknassi (consultant)	M. Rachid Filali Meknassi
Thursday 1 November	9h00 - 10h00	Meeting with MM. Larbi El Harras and Khalil Ibn Yaich,	Fédération des Chambres Marocaines de Commerce, d'Industrie et Services (FCMCIS), Rabat
	10h00 - 12h30	Meeting with MM. Mohamed Kabbaj, Lahsen Hansali	Union Générale des travailleurs du Maroc (UGTM), Rabat
	14h00 - 16h00	Meeting with 6 labor inspectors	Rabat delegation
	16h00 - 17h30	Meeting with M. Roger Lecourt (CTA)	Project office
Friday 2 November	10h00 - 12h00	Presentation of the preliminary results to the members of the PAC	INTPS, Rabat

Annex F: Interview guide

Interview guide for stakeholders/participants- English

The interview guide will be adapted to the type of respondent and the organization represented by the respondent. An additional set of questions has been prepared for the project staff, ILO and USDOL.

Introduction

USDOL undertakes the final evaluation of the ILO Declaration project in Morocco, which ends in December of this year. This interview is one of the ways in which information is gathered to inform the evaluation.

The purpose of the final evaluation is to:

- a) Determine if the project achieved its objectives and explain why/why not;
- b) Assess and document the effects of project activities and outputs on target groups;
- c) Assess the likelihood of project outputs being sustained;
- d) Report on lessons learned and best practices

Confidentiality of all information provided by the respondents is assured.

Name:

Position:

Relation to the project:

Responsibilities/participation in the project:

Program Design

The ILO Declaration Project had the following four objectives:

DO: Improve industrial relations, especially in the target regions

IO1: Improved performance of the Labor Inspectorate in the application of the Labor Code

IO2: Strengthen the capacity of the three partners of the project (GOM, Unions and Employers) to put in place the IRP, collective bargaining and conflict resolution mechanisms.

SIO: Increased knowledge of the Labor Code by employers, workers and labor inspectors

1. Were you involved in the development of these objectives? If yes, how?
2. How do you evaluate the relevance of these objectives in the context of Morocco? Please explain.
3. Is/are there (an) objective(s) that you consider less relevant?

The project's strategies to achieve these objectives included:

- strengthening inspection capacity through training, new procedures and logistical support
- creation of trainers networks to replicate training on the Labor Code, IRP, collective bargaining, and conflict prevention
- Logistical support for the social partners
- The choice of 6 target regions and pilot enterprises within each region for demonstration effect
- training on Labor Code for tripartite partners
- awareness raising on the Labor Code

4. Do you consider the project strategies appropriate to achieve the objectives? Why (not)?
5. What do you consider strong aspects of the project?
6. What do you consider its weak aspects?

Project Implementation

7. On the whole the project appears to have had a very high implementation rate. A few activities have had important delays (e.g. the Q&A) or have been cancelled (e.g. information sessions on the Labor Code for small businesses). Please comment (as necessary).
8. How relevant were the project's outputs for your organization or for you personally?
9. Which output was the most relevant for you?
10. Which was the least important?
11. What was the quality of the outputs (trainings, manuals, CD, awareness raising materials, equipment)?
12. What, according to you, was the biggest challenge in the implementation of this project?

Impact & Benefits

13. The new Labor Code explicitly mentions the right to collective bargaining and freedom of association. What is, according to you, the value of these phenomena?
14. Have you already used any of the IBB techniques taught during the training at your work place? If yes, how, and how do you evaluate this experience? If not, why?
15. What, according to you, are the benefits of enterprise committees? Has the training helped to establish/improve the functioning of an EC at your work place?
16. Has the training helped you to become more effective and efficient in your inspection work? How?
17. Was there anything that you feel should have been included?
18. Was there anything that you feel should have been done differently?

Sustainability

19. What sustainability strategies have been developed by the project/your organization? Do they allow activities to continue? What activities, on what scale and for how long?
20. What is the likelihood of trainers continuing the trainings to other union members, employers, and inspectors? What are the conditions necessary to continue these trainings? Have they been met? Have the Ministry, unions, employers accorded a budget line for the training of their staff and for the maintenance & replacement of the equipment that has been donated?
21. What is the expected future use of the manuals, CD and awareness raising materials in the medium term?
22. What are conditions necessary to improve collective bargaining and freedom of association?
23. What results will not be sustained, and why? What is necessary to make them sustainable?

Project management

24. How do you evaluate the project's communication with you in terms of quantity and quality? Do you have any suggestions to make?
25. Do you feel your needs were met by the project?

Lessons learned & good practices

26. A good practice is a practice that is sustainable and replicable, and that serves as an inspiration to others. What do you feel are good practices in this project?
27. A lesson learned is something that has served you as a lesson, something you did not know before the project, perhaps something that has surprised you. What do you consider a lesson learned in this project?

Thank you for your time and participation!

Annex G: Documents consulted

TECHNICAL REPORTS

GPRA report 2006

Performance Monitoring Plan of August 31 2007

Status Reports (January 2003, April 2003, February 2005, June 2006, August 2007)

Technical progress reports (September 2002, September 2004, March 2005, March 2006, September 2006, March 2007, September 2007)

TRAINING MANUALS

Formation des membres du comité d'entreprise de la Caisse de Dépôt et de Gestion. Rabat 18 et 19 octobre 2007.

Formation mixte sur les comités d'entreprise. Confédération Générale des Entreprises au Maroc.

Formation mixte. Les relations professionnelles à l'heure des systèmes de production mondialisés. RECAM/CJD. Tanger 15 et 16 juin 2007.

Formation sur la négociation basée sur les intérêts et l'approche de résolution de problème. Tanger 29-30 juin 2007.

Formation sur la négociation basée sur les intérêts et l'approche de résolution de problème. ONCF, Comités auprès des directeurs centraux. Rabat, 21 et 22 mai 2007.

L'action syndicale dans le milieu de travail. Programme de formation de jeunes syndicalistes, décembre 2006-mars 2007.

Séminaire sur la mise en oeuvre de l'arbitrage au Maroc: les enseignements de l'expérience étrangère. MEFP/BIT. Rabat, 26 et 27 juin 2007.

Séminaire sur le modèle québécois des relations professionnelles et l'action syndicale de la CSN. CDT/CSN, avec l'appui du Bureau International du Travail. Casablanca, le 3 juillet 2007.

EVALUATION REPORTS

Evaluation form administered with respect to the training on IBB and conflict resolution

Evaluation of the training on inspection visit methodology

Evaluation of the training on the labor code

Evaluation of the training on workers' representation and negotiation for young unionists

Knowledge test administered with respect to the training on IBB

Mid-Term Evaluation Report

Report on the knowledge test administered with respect to the training on EC's.

V A R I O U S

Awareness raising brochure on the labor code proposed to the Employment Ministry

Collective Labor Agreement of the Groupe Office Cherifien des Phosphates

Cooperative Agreement (2003)

Fiche technique de visite de l'inspection selon le PAN

Financial reports (2006, 2007)

Le dispositif de formation à la conciliation des inspecteurs marocains.

Minutes of the Project Advisory Committee (16/11/2004; 14/07/2005; 24/04/2006; 27/02/2007; 02/11/2007)

Overview of the cost of activities

Performance monitoring plan (operationalization)

Presentation of the follow-up project ("Projet de renforcement du dialogue social au Maroc")

Presentation of the gender project ("Programme d'appui à l'égalité en emploi en entreprise")

Presentation of the Results of the PAN by the end of July 2007

Procedures Manual of the Labor Inspection

Project annual budgets

Project documents (2001, 2003)

Projet d'amélioration de la délégation de Fez

Projet d'amélioration de la délégation de Marrakech

Strategic Framework

The ILO Declaration on Fundamental Principles and Rights at Work and its Follow-Up (Geneva, 1998)

The International Labour Organization's Fundamental Conventions (ILO/InFocus Programme on Promoting the Declaration. Geneva, 2002)

Trip report by Gary Russell (October 2003)

Work plans (2005, 2006, September Update of the 2006 plan, 2007, September Update of the 2007 plan)