

EVALUATION BRIEF

EX-POST EVALUATION OF THE PROJECT “INITIATIVE FOR ETHICAL RECRUITMENT IN MOROCCO (IREM)”

This learning brief is a summary of the key findings, conclusions, and recommendations prepared by the Owl RE consultancy for use by IOM project staff and management and the Fund. Details on all of the findings, conclusions, and recommendations can be found in the full evaluation report.

Evaluation type:	External independent ex-post evaluation
Evaluator(s):	Glenn O’Neil, Owl RE
Final report:	30 April 2021
Commissioned by:	IOM Development Fund (“The Fund”)

Managed by: Natsuko Funakawa, Project Manager

Evaluation purpose: To assess the relevance of the project for the stakeholders and beneficiaries, to determine whether the project has achieved its intended objective; the effectiveness and efficiency of project management and implementation; promote transparency and accountability, assist the Fund in its decision-making, better equip staff to make judgments about the project and to improve the effectiveness for potential future project funding.

Evaluation criteria: Relevance, effectiveness, efficiency, impact, and sustainability.

Evaluation methodology: Document review and semi-structured interviews (conducted remotely).

PROJECT SUMMARY

Morocco is a transit and destination country for migrants wishing to reach Europe, with anecdotal evidence suggesting that many among them are vulnerable and exposed to discrimination and exploitation. With a counter trafficking law adopted in 2016, the Government of Morocco has made significant efforts to combat human trafficking. However, many regular and irregular migrants still do not have access to the regular job market and are forced to choose the informal sector.

This project aimed to contribute to a decrease in labour exploitation and discriminatory practices connected to access to the labour market. The project focused on the collection of data and capacity building activities of key stakeholders, to improve labour recruitment practices and treatment of migrant workers.

The project complemented an IOM national project “Engaging private sector in order to reduce inequalities between migrants and host communities in

Morocco” (September 2017 – January 2018, MK.0002) and a regional project, “Strengthening National Capacities in Applying International Standards to Improve Labour Migration Management in the MENA Region” (LM.0332) and a global project “Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants (GLO.ACT)”.

Project information:

Geographical coverage:	Morocco
Project type:	Migration management
Project code:	LM.0329
Project period:	1 March 2018 to 31 May 2019
Budget:	USD 120,000

The project also paved the way to continue the intervention of IOM Morocco within the framework of a regional project “Safeguarding the Workers on the Move in the MENA Region” project (implemented during July 2019–October 2020 in Jordan, Egypt and Morocco, LM.0340) and another regional project “Towards Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)” (RAF/17/06/EUR) implemented in Morocco, Egypt and Tunisia during 2020–2022.



Project sensitization session in Morocco with business representatives, March 2019

KEY FINDINGS

The project was a positive contribution to starting a discussion on ethical recruitment and the integration of migrant workers in the labour market. It was difficult to identify the longer-term changes as many of the anticipated changes were delayed in moving forward mainly due to the COVID-19 pandemic. But successive IOM projects were able to build upon the progress made by this project.

Relevance (rating: Good – 3): The project was assessed as being relevant and aligned with national migration priorities and global commitments of Morocco. The project was principally designed by IOM Morocco with limited input from stakeholders which has some consequences for project implementation.

Effectiveness (rating: Good – 3): The project objective was assessed as being partially achieved considering the contribution of the project to raising awareness on recruitment practices and treatment of migrant workers. However, this did not yet lead to widespread institutional changes with further efforts needed to consolidate the achievements to date.

Efficiency and cost effectiveness (rating: Very good – 4): The project was found to be managed efficiently and cost-effective. The project optimized the synergies with several other IOM projects which were positive examples of the efficient use of IOM resources. The lack of sufficient stakeholder consultations in the design phase led to some inefficiencies.

Impact (rating: Acceptable – 2): A positive immediate short-term change was the increased awareness on ethical recruitment and adaption of practices. It was difficult to identify the longer-term changes as many of the anticipated changes were delayed in moving forward mainly due to the COVID-19 pandemic. The increased awareness amongst stakeholders did support the implementation of the regional IOM projects that followed.

Sustainability (rating: Acceptable – 2): The project's activities did support a continued dialogue and the adaptation of practices. There were several activities identified where further measures could have been taken to support sustainability. Some important groups such as business owners and trade unions were not yet sufficiently reached on the issues central to the project.

Conclusions

With the project completed nearly two years ago, the successive IOM projects could build upon these initial achievements to create a broader and programmatic approach to labour mobility and human development. Although the project worked with key stakeholders it was not broad in its reach and also had limited sustainability measures in place.

Successive IOM projects have continued with a focus on the integration of migrant workers in the workforce although according to stakeholders, there is still considerable efforts needed that could be opportunities for future IOM projects and a more integrated programmatic approach. These points are reflected in the following recommendations.

KEY RECOMMENDATIONS

A. Programmatic approach

For IOM Morocco:

- Consider if its projects in labour mobility and human development should be formally structured within a labour mobility and human development strategy of IOM Morocco.

B. Integration of migrant workers

For IOM Morocco:

- Consider reviewing the recommendations of this project's closing roundtable to assess their pertinence now and to what extent they have been covered by other projects of the IOM or other actors; compare and combine them with the follow-up actions suggested by the LM.0340 evaluation that could possibly form a new project proposal and/or activities.

C. Project design

For IOM Morocco (for future projects):

- Ensure a more comprehensive stakeholder consultation at the design phase;
- Consider involving the end beneficiaries in project design and activities;
- Integrate further sustainability measures within project activities.