

E-Motive impact story

Building a local change group and their change model through peer-to-peer learning

What is this impact story about?

This impact story shows how E-Motive was used in the Youth Participation and Employment (YPE) project to build a local change group and their change model. The story follows the progress of young women working in the cleaning sector in Morocco, who face many challenges of unsafe working conditions. E-Motive brought together a unique combination of unions, companies, cleaning workers and activists that share a strong drive for change. Since August 2021 the local change group has been testing their ideas in practice and organizing their next gathering. In this impact story you can read their journey so far.

What is E-Motive?

E-Motive offers a peer-to-peer learning exchange program that facilitates social innovation through practical co-creation across power relations. It can be used to reach new target groups, test new concepts, influence mindsets, and create stronger collaborations. The methodology follows six steps, starting with analyzing the systemic context and ending with sharing and upscaling knowledge. E-Motive develops ownership, builds bridges and shares best practices. It places local people behind the steering wheel and creates a safe setting for peer-to-peer learning, because peers are the best teachers to tackle hard to crack nuts.

“ I believe that this approach has a miraculous impact through our impact story in the cleaning sector. Our work has just begun to improve the working conditions in this sector. ”

Oxfam Morocco project manager

Project overview

Who: Oxfam IBIS, Oxfam Morocco
Project: Youth Participation and Employment
Locations: Rabat and Tangier, Morocco
Budget: 10.000 euro
Timeframe: 5 months in 2021

Why this exchange?

A strategic focus of Oxfam Morocco is on the social protection and safe working conditions of young women. To positively influence their lives, Oxfam Morocco needs strong local partners with valuable knowledge, a good network, and the courage to make a change. In the YPE project they tested E-Motive in a pilot project of young women working in the cleaning sector of office buildings. Their work is full of risks: unsafe travel to work, use of dangerous chemicals, and risk of harassment due to working

outside regular office hours in empty buildings. They are also badly protected in their rights and suffer from stigmatization of their profession. There are many stakeholders involved who could offer solutions, but they don't work collectively to improve the situation of the women. E-Motive was chosen as a new approach that can help to bring these stakeholders together to form local change group and build a change model that includes a unique combination of perspectives and approaches. By gathering best practices and sharing successful experiences that are relevant for young women in the cleaning sector, E-Motive gives a positive focus on the problem. The exchange creates new and enriching connections between motivated people, helps to build bridges across different sectors and develops shared ownership of new actions and strategies.

Who is involved?

Company employers ○ Activists ○
Cleaning worker ○ Oxfam staff ○
Union members ○ Gender expert ○
Local journalist ○



“ I am very happy because I have found people who feel our pain, I never imagined that we would one day study our situation and seek to understand it. ”

Representative working in the cleaning sector

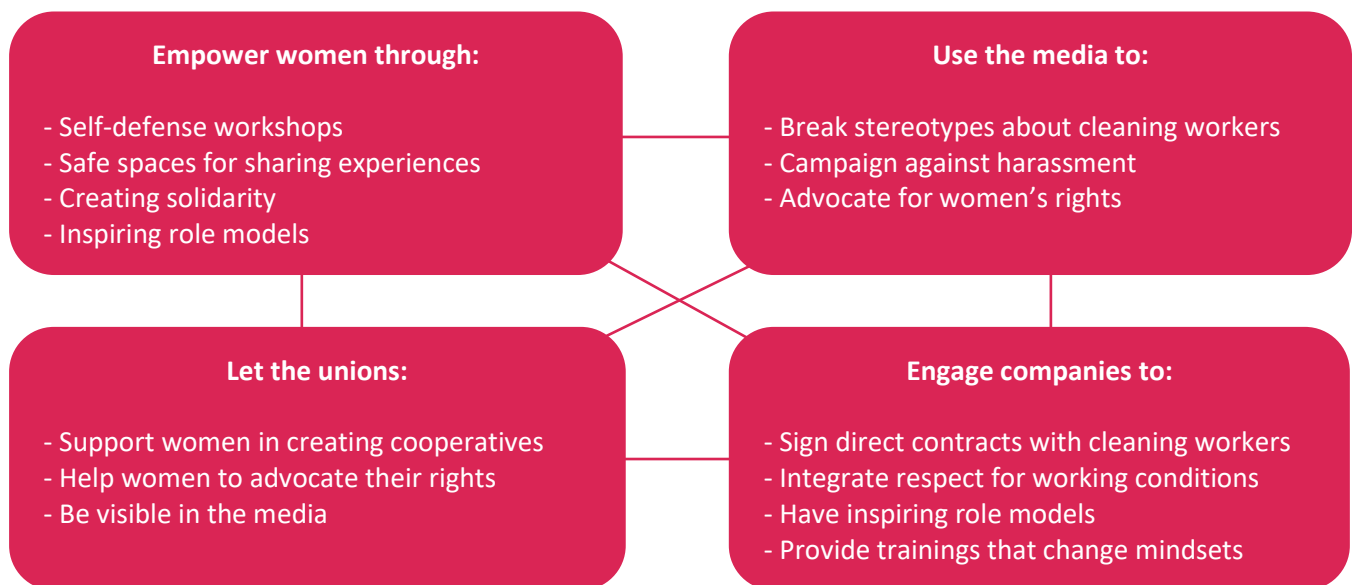
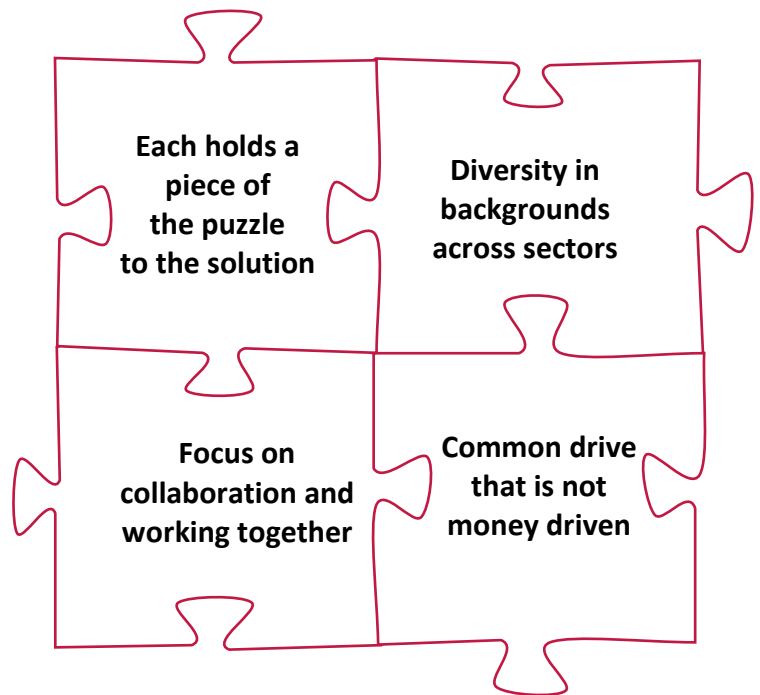
The first impact

The E-Motive exchange led to the formation of a strong local change group in which companies, unions, cleaning workers, and activists are for the first time working together on a common change model to improve the safety of women working in the cleaning sector. They evaluated their best practices and created together new actions that are being implemented in their own sector. It is a new collaboration driven on the motivation of its participants. This pilot project is a valuable example that will be used for future projects on social protection of young women by Oxfam Morocco.

The change model

To tackle the complexity of physical unsafety to and at work, poor labour conditions, and cultural stigma around cleaning workers, the change model addresses four stakeholders and describes what each can do, individually and together, to improve the social protection and work conditions of young women in the cleaning sector in Morocco.

What makes a strong local change group



The first lessons learned

- Women need physical spaces to discuss their experiences and build strength and solidarity. By having powerful role models, they can be more confident to take leadership roles and advocate their rights.
- Support already existing practices in the protection of female workers and strengthen them by creating synergies across sectors.
- Companies are not the enemies but need to integrate respect for the work environment of women. It is important to create a win-win strategy with companies.
- The media can be mobilized to create visibility and fight stigmatization. This can help people change their mindset, both the general public, as well as cleaning workers and their employers.

The story of their exchange in [six E-Motive steps](#)

Step 1 Context Analysing

Staff of Oxfam Morocco, Oxfam Ibis, and E-Motive first researched the conditions of work for women in the cleaning sector in Morocco to understand the problem. By analyzing the bigger system they realized that it's a complex mix of physical unsafety to and at work, combined with poor labour conditions, and cultural stigma around cleaning workers. Companies, unions, and activists all hold a piece of the puzzle to solve this problem and they needed to build bridges between them to start working together.

Some examples of the problem in the cleaning sector of Morocco

- informal sector with no direct contracts
- poor labour and social protection
- long working days (10 hours or more)
- low salaries
- high risk for accidents
- exposure to toxic chemicals
- abuse of power by employers
- stigmatization and negative stereotyping
- physical and sexual violence
- lack of unionization among women

Three selected best practices

Haddek Temma (GAFM)

A feminist group that offers self-defense trainings.

Confédération Démocratique du Travail (CDT)

A union in the cleaning sector that supports women in claiming their rights around work.

Association Union l'Action Féministe (UAF)

A mediator that trains companies in empowering their female workers.

Step 2 Solutions Finding

To bring these stakeholders together, the expert Aïda was added to their group, because she had the right network to find best practices in Morocco on grassroots and organizational level with proven results. They developed a scorecard to evaluate and shortlist best practices based on how relevant, innovative and collaborative they are. Finally, three best practices were selected that cover activist trainings, unions support, and company mediation.

Step 3 Match Making

The Oxfam staff, E-Motive staff, and Aïda carefully looked for who could form with them a strong local change group to take ownership over building and implementing a new change model in a successful manner. Representatives of the three best practices became part of the group, combined with a cleaning worker, gender experts, and a journalist. This group of people across sectors had never met before, but each individual had a common drive for change.



“ The E-Motive exchange was very important, because it opened my eyes to a new way of working together based on the diversity of associative actors, activists and trade unionists. I learned a lot and my vision evolved into the idea of working together in a complementary framework for a common purpose. ”

Representative of CDT Guercif



“ Compared to the age difference that I have with the other participants, being young, I did not feel the negative agism which is very common in other spaces. ”

Representative of GAFM

Step 4 Programme Fostering

With such a diverse group working in Morocco on sensitive topics like sexual harassment and women’s emancipation, it is essential to build trust. The local change group designed a programme that provides a safe space for sharing, reflecting, and learning. Prior to the exchange, they talked at length with each other to discuss expectations and to take everyone’s view into account. An important focus was on how to collaborate together, but also how to keep it practical and realistic for implementation.

Step 5 Exchange Facilitating

During the 3-day face-to-face exchange in the head-quarters of Oxfam in Rabat, they shared stories, actions and visions. It was a special experience that brought positive energy and hope to the struggle for change. Testimonies from the cleaning worker and activists touched many, because it brought the struggle to a personal level. Having employers in the group led to the strategic insight to work with them, not against them. The group discussed the three best practices and compared what could work in different contexts. They co-created new actions and strategies for the development of their first change model. Here the cleaning workers, companies, unions and media all play a role in fighting for better social protection and safe work conditions for cleaning women.



“ In the non-profit sector we have few opportunities to go out and capitalize on our experiences. It was a moment of pause and an opportunity to present the actions that each one does and to know the perspective of the other on it. The exchange leaves a positive impact on us all. ”

Representative of UAF Tanger

Step 6 Knowledge Sharing

They are now in the phase of testing in practice, for example by organizing self-defense workshops for cleaning women. To help with the practical implementation they selected their new partner Al Ikram to support the change group in working together. In close collaboration with the three best practices and the learning group Al Ikram started mobilizing women in the cleaning sector to reach the target of 550 young women, and began developing monitoring and evaluating tools that will help measure the impact.