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# MOROCCO CIVIL SOCIETY PROJECT *SANAD* COLLABORATION PLAN YEAR I

**JULY 1, 2009**

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

# Morocco Civil Society Project SANAD

## COLLABORATION PLAN YEAR I



A subsidiary of Coffey International, Ltd.

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600 Water Street, SW  
Washington, DC 20024



Contracted under Task order #263-I-02-06-00008-00  
Submitted to USAID on July 1, 2009

This report is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of Management Systems International and do not necessarily reflect the views of USAID or the United States Government.

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## ACRONYMS

|       |  |
|-------|--|
| AO    | Assistance Objective   |
| APMTE | Association des Pères, Mères et Tuteurs des Elèves                   |
| AREF  | Académie Régionale de l'Education et de la Formation                 |
| CBO   | Community Based Organization   |
| CAS   | Country Assistance Strategy  |
| CGS   | Conseil de Gestion Scolaire  |
| CLDH  | Comité Local de Développement Humain                                 |
| CS    | Civil Society  |
| CSE   | Conseil Supérieur de l'Enseignement                                  |
| CSO   | Civil Society Organization   |
| DG    | Democracy and Governance   |
| EG    | Economic Growth  |
| EQ    | Education Quality  |
| INDH  | Initiative Nationale pour le Développement Humain                    |
| IQC   | Indefinite Quantity Contract   |
| IR    | Intermediate Result  |
| MEN   | Ministère de l'Education Nationale                                   |
| MSI   | Management Systems International, Inc.                               |
| MTDS  | Morocco Trade and Development Services                               |
| OFPPT | Office de la Formation Professionnelle et de la Promotion du Travail |
| PEMS  | Projet d'Etablissement et la Mobilisation Sociale                    |
| PMP   | Performance Monitoring Plan  |
| PTA   | Parent Teacher Association   |
| REDI  | Regional Democracy Initiatives                                       |
| SANAD | Strengthening Advocacy and Networking to Advance Democracy           |
| SMC   | School Management Council  |
| USAID | United States Agency for International Development                   |

## I. INTRODUCTION

This is the first collaboration plan submitted as part of USAID/Morocco's 2009-2013 Country Assistance Strategy (CAS). The plan provides a first analysis of complementarities with other projects in Democracy and Governance (DG) and under other Assistance Objectives (AOs) and identifies initial key areas for collaboration. It was drafted based on discussions with the Democracy and Governance, Education and Economic Growth (EG) teams and a review of available non-sensitive documentation. As new projects come on line, the collaboration plan can serve as a starting point for discussions. The plan is expected to be reviewed in the second quarter of the fiscal year, to reflect new and better defined areas and practical mechanisms for collaboration, identified with other implementing partners. The collaboration planning process will evolve throughout the year, and next year's plan will be based on the results of detailed discussions and on experience from FY2010.

### **SANAD'S STRATEGIC POSITION IN USAID/MOROCCO'S RESULTS FRAMEWORK**

USAID's goal for the five-year period 2009 to 2013 is a well-governed, democratic and prosperous Morocco meeting the needs of its people, especially youth. Three Assistance Objectives contribute to the attainment of the country goal: 1) Increased Participation of Citizens, Especially Youth, in Governance; 2) More Relevant Education and Opportunities for Youth; 3) Reduced Barriers to Trade and Investment. Youth is an overarching concern in each AO, a response to the challenges posed by Morocco's high proportion of young people searching for employment and personal growth while facing limited opportunities and exposed to several risks.

USAID/Morocco's Civil Society Advocacy Project, SANAD, is a key component of the Increased Participation of Citizens, Especially Youth, in Governance AO (AO1). It is also linked to the Governing Justly and Democratically Functional Objective of the Standardized Program Structure. AO1 is composed of three intermediate results: IR 1 – More Effective Representation of Citizen Concerns; IR 2 – More Effective and Accountable Local Government; IR 3 – Targeted Legal Reform (provisional). More Effective Representation of Citizen Concerns will be achieved through the Improved Capacity of Political Parties to Represent Citizen Concerns (IR 1.1) and through the Improved Capacity of Civil Society to Advocate Policy Priorities (IR 1.2).

SANAD's objective is to contribute to the emergence of Moroccan civil society (CS) as a force for democratic reform. In order to play an increasingly central role in reform and good democratic practice, civil society must: strengthen its capacity to identify and mobilize around issues of concern; work increasingly through networks and coalitions; communicate, negotiate and convince. Civil society must develop the organizational capacity and knowledge to work effectively with business, neighbourhood, parent-teacher, and youth associations and organizations; these partnerships will positively effect the issues of youth, education and poverty, among others.

Our objective will be attained through a combination of five key components: 1) Strengthening the organizational and advocacy capacity of CSOs; 2) Enhancing synergy between national and local levels of civil society; 3) Furthering CS involvement in the INDH process; 4) Increasing CS capacity to advocate for and collaborate in support programs targeted towards marginalized and disaffected youth; 5) Improving CS capacity to mobilize, advocate and collaborate to improve education quality in communities where improvement is needed. In each component, SANAD support will consist of capacity building, training in advocacy, and grant making.

## SANAD GOAL AND EXPECTED RESULTS

**Background:** Moroccan civil society has made significant strides in recent years, contributing to the marketplace of democratic ideas, enhancing political debate, and playing a meaningful role in the country's process of political liberalization and democratic reform. However, only a relatively small, albeit influential, sub-section of Moroccan civil society organizations (CSOs) have been active in ongoing advocacy efforts. Advocacy-oriented organizations have operated principally on the national-level, in larger cities, with some national level advocacy organizations opening local chapters in cities throughout the country. The resources, professionalism, and effectiveness of individual organizations vary considerably, with a marked divide between national and local-level CSOs and community based organizations (CBOs), and first- and second-generation organizations. A number of CSOs have organized (formally or informally) into coalitions, forming the underpinnings of social movements advocating for human rights, women's rights, children's rights, the right of the Amazigh, constitutional reform, the problems of corruption, and so forth. While these efforts have been successful in promoting critical advocacy demands – as seen, for example in the area of women's rights and human rights – these coalitions have often been plagued by infighting and division, and have had limited success in taking their message to the grassroots. Complicating matters, the State and Makhzen have often co-opted areas of civil society concern, becoming the drivers of democratic reform and taking the wind out of civil society efforts. So while Moroccan civil society has made critical advances, considerably more remains to be done if civil society is to be seen as a “third sector” that serves as a voice for citizens at large, including the young and the poor, and a powerful force for democratic reform.

**Purpose:** The Morocco Civil Society Advocacy Project (SANAD) is a task order that was issued under the umbrella of the Regional Democracy Initiatives (REDI) IQC which provides assistance to USAID Regional Missions in implementing their Strategic Objectives in the areas of Justice, Media, Local Governance and other Democracy and Governance initiatives. MSI has chosen to call this project SANAD, which stands for Strengthening Advocacy and Networking to Advance Democracy. In Moroccan Arabic, *Sanad* means “reinforcement”, which, by its very definition, recognizes the important progress that Moroccan civil society has made in recent years. SANAD is a three-year \$7.5 million project to build the advocacy capacity of at least 100 Moroccan civil society organizations, including community, youth and business associations, to promote democratic reform and advocate for citizens and marginalized and disaffected groups, particularly the young and the poor, at the national, regional and local levels. The program is being implemented and developed as part of the USAID/Morocco Democracy and Governance Program, complementing as well as reinforcing USAID democracy and governance programming, as well as USAID programs in other technical areas, including education and economic growth.

SANAD's overall approach is to maximize and further build the capacity of Moroccan CSOs and CBOs in achieving the project's five main goals:

- Strengthen civil society institutional and advocacy capacity;
- Encourage synergies between the national and local levels of civil society;
- Develop capacity of local CSOs to play a strategic role in the INDH process;
- Increase the capacity of CSOs, including community and youth organizations, to advocate for marginalized and disaffected youth and collaborate with local and national government in innovative youth programs; and
- Enhance the capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level.

As it implements the program activities, there are several guiding principles that the SANAD Team adheres to:

- **Cascading Knowledge**—SANAD will partner with “anchor” NGOs, CSOs, networks and federations to consolidate their skills and transfer key concepts and tools to other Moroccan partners.
- **Sustainability**. At the broadest level, the project will support “demand sustainability,” which refers to better informed and empowered clients or citizens. SANAD will also focus on sustainability through its training approach and the diversification of funding sources by leveraging institutional and private initiatives and resources.
- **Focusing on Critical Issues Identified by CSO Stakeholders**—SANAD will work with a diverse range of CSOs and CBOs to conduct Advocacy Mapping as a means of effectively targeting ‘the key issues for Moroccans.’
- **Targeting Youth and Gender**—SANAD will address youth and gender concerns through specific targeting of related groups for institutional and advocacy capacity building.
- **Maximizing Innovation**—SANAD will bring to the table a number of important innovations. CSOs will have access to global best practices online through project-supported systems, and will be encouraged to develop and share their own innovations online and through networking opportunities.

## 2. CROSS-CUTTING LINKAGES BETWEEN SANAD AND OTHER USAID/MOROCCO PROGRAMMING

Citizen participation is a central aspect of reform in Morocco. SANAD’s efforts to help broaden citizen participation through a more inclusive civil society – one that involves a greater number of citizens in reflection, dialogue and initiatives on issues – will contribute on multiple levels to USAID/Morocco’s goal. Moreover, SANAD’s work to strengthen youth organizations and programs and increase advocacy and dialogue will contribute directly to USAID’s Strategic Goal of mitigating youth disaffection and marginalization. The project’s work will engage youth in a variety of themes including employment and business, school and local government. A broad overview of SANAD’s contribution to USAID/Morocco Assistance Objectives is presented in the following paragraphs.

### LINKAGES WITH DEMOCRACY AND GOVERNANCE

SANAD has strong potential for synergy with programs in support of local governance. Activities that strengthen local governments’ transparency and participation rely on the capacity of citizens to organize around local issues of concern, generating a demand for information and desired outcomes. Inversely, citizen mobilization relies on access to knowledge and information, and can be weakened and discouraged by an absence of participatory and open practice in local government. SANAD’s work to strengthen social mobilization will generate the emergence of public and collective interest issues that, when brought to wide public attention through media, can serve to develop or increase the incentive of local government to invest in dialogue and communications. Work in support of youth organizations and the INDH process, for example, can open new opportunities for partnership between local governments and organized groups. Improved access to information on public procurement can help federate business associations that have an interest in a level playing field. Improved communications and lobbying by architect associations can pressure communes to revamp and reform the process of issuing construction permits.

## KEY AREAS FOR COLLABORATION

- **Generating greater knowledge of local government and urban issues.** Training for CSOs can incorporate modules both on communal functions and the responsibilities and programs of key urban players such as the Agence Urbaine and Al Omrane. SANAD activities can merge with local governance programming around the organization of “open house” events where youth and neighbourhood associations meet with commune officials to tour the commune and get briefings on public services management, urban planning and local development.
- **Encouraging partnerships between youth organizations and local governments** on special projects to improve public parks, renovate equipment and infrastructure, or simply give fresh coat of paint where it is needed. Youth organizations can develop the capacity to negotiate and maintain partnerships where joint contributions from local governments and the private sector fund infrastructure and equipment destined for youth or neighborhood improvements. USAID support to local governments’ citizen outreach capacity can combine with SANAD youth programming to forge new and more dynamic linkages between young people and their immediate environment.
- **Associating youth and service delivery.** Youth and other organizations can coordinate in tracking service delivery and monitoring private firms that contract for garbage collection, lighting and water distribution. Youth can mobilize to inventory needs and service coverage in outlying areas and take the results to the commune. Such inventories of coverage gaps and other problems can serve as entry point for youth in gaining an understanding of the way services are delivered, in service delivery management, and lead to lobbying efforts to improve service delivery. Such activities, supported by SANAD, can feed into DG efforts at improving local communal management and help communes in their struggle to better manage the growing number of service delivery contracts they have with the private sector.
- **Developing CSO capacity in social mobilization** in the context of urban renewal and low-cost housing programs, contributing to the potential for social engineering and the association of citizens in the implementation of large programs. By organizing citizen groups around the complex issues of slums, affordable housing, urban renewal and planning, SANAD’s work in support of neighbourhood associations can contribute to efforts by DG to build social engineering capacity in local governments and CSOs.
- **Working to associate CSOs with INDH** by training organizations to identify needs, plan and implement priority investments under INDH in a manner that involves and engages local government. The process by which local INDH committees (CLDHs) identify priority investments (targeting poor neighbourhoods) is still relatively limited in terms of participation and analysis. Yet the infrastructure and equipment that is financed through INDH is of foremost concern to the commune. DG efforts to help the commune improve its planning and investment programming capacity and processes balance SANAD’s work to strengthen the INDH process in terms of wider participation and improved identification process.
- **Encouraging local government commitment to education.** While communes have limited means, they can have significant bearing on education outcomes by assuming a leadership role in bringing school-related issues out of the teacher’s lounge and into the mainstream. Discussions with the USAID Education Team have served to underline the importance of preparing young people for active life after middle school. The quality of this preparation is of general public concern. SANAD, working with DG projects that support local governments, can join together to develop and strengthen communal commitments to basic education.

## LINKAGES WITH ECONOMIC GROWTH

As Morocco continues to advance on its path to greater economic integration and open trade the availability of a well-trained and competent work force and a stable and secure business environment will be key to attracting direct foreign investment and maximizing local private initiatives. Fostering constructive dialogue between better organized and representative youth groups and the state agencies responsible for targeted programs in vocational training, micro-finance, and income generation and employment, as well as between youth and business associations, business leaders and local government, can contribute to improved programs better suited to the needs of young people. Opportunities for personal growth, learning, initiative, income generation and employment contribute to channelling youth into productive life, releasing human potential and fostering an improved social environment for business. Multiplying these opportunities through stronger youth organizations and expanded, more constructive dialogue, is a contribution that SANAD can make to workforce development under USAID/Morocco's Economic Growth Assistance Objective. Moreover, sustained debate on legal reform, business and trade issues, as well as the larger issue of corruption, will play a major role in the crafting of laws and policies conducive to greater trade and investment.

### KEY AREAS FOR COLLABORATION

- **Dialogue on laws, policies and programs.** Moroccan enterprises are competing in an increasingly globalized market and opportunities and challenges have expanded accordingly. Improvements in Morocco's increasingly open and internationally-connected business environment suppose that large and medium-sized businesses are involved in dialogue, can advocate for their collective business interests, and have a voice in evaluating the efficiency of programs designed to help them compete on a regional and global scale. Laws and regulations governing business need to be understood and generally accepted in order to be fully implemented and effective. SANAD's civil society capacity-building and advocacy focus can contribute to the debate on issues related to the formal business environment. Increases in available information and improvements in outreach by government on policy, potentially supported by EG, can dovetail with SANAD support to business groups in identifying issues of common interest and engaging government in dialogue.
- **Anti-corruption policy and practice.** Corruption in the public sector and judiciary is a major issue for business, but corruption within the business sector is also an issue: 36% of Moroccans surveyed consider the private sector to be corrupt.<sup>1</sup> SANAD's objective of accelerated democratic reform through strengthened civil society organizations will provide support to organizations that engage government and fight against corrupt practices, contributing to EG support for an improved business environment. One key area of collaboration for EG and SANAD may be in joint support for dialogue on specific aspects of corruption as it applies to the environment for business in Morocco.
- **Workforce development programs.** Access to employment is, by all accounts, the most pressing issue for young people. As SANAD builds capacity in youth organizations, the issue will likely gather steam and generate opportunities for constructive debate on public and private policy regarding integration of young people into the workforce through employment and private initiative. The recent decision by the Office for Professional Training (OFPPT) to enable non-graduates to access its small enterprise support programs is an example of a policy decision that impact on the young. Opening channels for advocacy, dialogue and feedback on programs targeting the young will dovetail with EG support workforce development.

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<sup>1</sup> 2009 World Barometer on Corruption, Transparency International

## LINKAGES WITH EDUCATION

SANAD's clear civil society focus can translate into significant contributions to the Education Assistance Objective. Two of the five major problems reported by the Conseil Supérieur de l'Enseignement (CSE) relate to SANAD's scope of work: a weak school governance system and the low mobilization of partners, stakeholders and parents in support of local schools. In response, the Emergency Plan (Plan d'Urgence) of the Ministry of National Education (MEN) has called for mobilization and communications around local schools (Project 23) in its results framework, and plans to widen and deepen the role of parent associations (APMTEs) – circulaire N° 3, January 4 2008.

Quality of education, especially at the middle school level, is a key local public interest issue. Middle school is often the only preparation for active life for a majority of students. Quality of education, acquisition of life skills and drop out rates are thus of primary concern for parents and for communities as a whole. Working with civil society and using appropriate capacity building, social mobilization and communications approaches and tools, SANAD will develop civil society ownership of local school issues, fostering a new dynamic in APMTEs and their relationship with school officials. The civil society focus of SANAD can contribute to overcome the lingering problem of low motivation of APMTEs and School Management Committees (SMS/CGS) created solely on the initiative of school management, and contribute to the motivation of directors in their implementation of new MEN reform. Civil society capacity and mobilization can also contribute to Education Out-of-School Youth programs by strengthening youth associations as key interlocutors and mobilizers around issues of skills acquisition as well as economic and other opportunities for growth.

## KEY AREAS FOR COLLABORATION

- **Projets d'Établissement et la Mobilisation Sociale (PEMS).** “Projets d'Établissement” (school development projects) are now mandatory and will be drafted as part of a process to generate greater mobilization around the local school. SANAD and the Education Quality Project can work together to help schools achieve maximum impact in the process by widening and deepening participation and generating public dialogue around the PEMS. Working with local partners including APMTEs, SANAD can be instrumental in raising awareness of school issues, facilitating debate and discussion and fostering the emergence of civic leaders among parents and in the wider community. The Education Quality Project (EQ), through the support of community mobilization, can provide necessary assistance to school directors and leaders to enable them to take a leadership role in debate and in crafting the plan using participatory techniques. MSI believes that the PEMS process is an essential starting point for greater mobilization around school life, more dynamic APMTEs, and is a key meeting point for EQ and SANAD efforts. As such it should receive priority attention as a cross-sectoral initiative. EQ will be uniquely positioned to provide advance knowledge on timing for regional PEMS programming, enabling sufficient mobilisation and preparation of civil society actors for the process to generate substantial input and commitment.
- **School leaders / Teacher training.** Success in the PEMS process begins in the training provided for school directors and leaders. EQ support for teacher training includes PEMS and community outreach, and SANAD could be associated in the design of the outreach and school leader components, bringing the SANAD team's expertise on mobilization and civil society to bear on training methodology. Moreover, SANAD and EQ could consider the involvement of more advanced and dynamic APMTEs and sub-national federations in the training process on outreach. This activity would be part of SANAD's support to APMTE federations at the provincial or “groupement scolaire” level. APMTE participation in training workshops could help participants be exposed to living examples of dynamic collaboration around the school, and possibly

overcome obstacles related to current perceptions. This approach could open possibilities – in time, and where there is sufficient dynamism in APMTE sub-national federations – for the establishment of regular exchanges between a number of regional AREFs and dynamic sub-national federations. These exchanges could develop as the MEN decentralization policy gathers momentum and AREFs gain greater autonomy and have sufficient means to provide support to local schools.

- **Distance learning for teachers and school leaders.** While direct support for teachers at the school level is almost nonexistent, MEN policy on access to information technology has brought the Internet to local schools. Potential EQ support to MEN in the development of e-learning to help school administrators and leaders mentor teachers to generate improvements can dovetail with SANAD's support to Tarbiya.ma. Tarbiya.ma can be used as a tool to facilitate school community mobilization, knowledge development and increased access to information. It can also be used as a platform on which school administrators and leaders trained with EQ support can access e-learning modules, share experiences and access resources. SANAD and its key partner MTDS, specialized in web applications for education, are uniquely positioned to reinforce EQ efforts on school-level support to teachers through the use of e-applications. Moreover, proposed SANAD support to MEN in using pilot media labs as a tool to foster access to and use of data and information on local schools can also contribute to teacher motivation and learning.
- **Capacity building and advocacy.** SANAD's capacity building for APMTEs and federations will be grounded in ownership of school issues by parents and communities. Building on that foundation, SANAD will develop the capacity of APMTEs to play a central role in identifying problems, participating constructively in the School Management Committee, and implementing solutions hand-in-hand with school management in an open and inclusive fashion. APMTEs and federations can also play a role in providing parent and student feedback on school management and teacher performance, using school report cards and other techniques. SANAD support for APMTEs and CGSs in identifying problems and fostering a feedback loop on school management will serve as an incentive for school administrators, leaders and teachers trained with EQ support to steadily improve performance and maintain good standards.
- **Youth 15-24.** SANAD's focus on youth will increase knowledge, information and self-awareness among young people, as well as increase their capacity to organize and to advocate. Young people are facing important challenges as they seek to establish themselves as autonomous, valuable and recognized members of the community. Relations between the young and established institutions – including those organizations responsible for job creation, micro and small business development, entrepreneur support, training and youth support – are often asymmetrical and sometimes tainted with paternalism. SANAD's support of youth and youth organizations to federate, mobilize and communicate around youth issues, and enter into level relations and partnerships with communes, state agencies, the private sector, will intersect with basic life and employment skills provided with support from USAID/Morocco's out-of-school youth activity. Skills acquired by young people at an individual level through organizations supported by USAID's Education AO will contribute to strengthening the fabric of youth organizations that work with SANAD. And SANAD's work with youth organizations will help combine newly acquired skills with greater collective self-awareness and, in certain cases, application of skills through small community projects funded by SANAD in partnership with the private sector and other funding sources.

### **3. GEOGRAPHIC FOCUS**

USAID/Morocco has identified four priority administrative regions in which programming will be concentrated: Fès-Boulemane, Salé, Grand Casablanca, and Doukkala-Abda.

### **4. CONCLUSION**

Generating meaningful and sustained synergy requires that a number of mechanisms are in place and are used as planned, and that various teams share a vision of what will be accomplished through synergistic actions. Synergy begins with explicit joint definitions of what results are expected and how they will be reached. Joint definitions enable different teams to identify the value added that is expected from strategically combining efforts toward common objectives. Implementing common efforts suggests that mechanisms are in place to review achievements periodically and track progress using a number of common indicators. SANAD will consider shared indicators in the development of its Performance Monitoring Plan (PMP), to be submitted July 15. SANAD will seek to exchange ideas with other AOs and implementing partners in order to reflect cross-cutting objectives in the project's PMP.

The SANAD team looks forward to constructive and exciting exchanges with other teams and implementers in the review of SANAD's first Collaboration Plan, and in charting a course for sustained collaboration.