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MOROCCO CIVIL SOCIETY PROJECT SANAD WORK PLAN YEAR I

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MOROCCO CIVIL SOCIETY PROJECT SANAD

WORK PLAN YEAR I

Revised, re-submitted September 2, 2009



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ACRONYMS

ADS	Agence du Développement Social
ALEF	Advancing Learning and Education for the Future
AO	Assistance Objective
APMTE	Association des Pères, Mères et Tuteurs des Elèves
CBO	Community Based Organization
CCDH	Conseil Consultatif des Droits de l'Homme
CGEM	Confédération Générale des Entreprises du Maroc
CLDH	Comité Local de Développement Humain
CPDH	Comité Provincial de Développement Humain
COP	Chief of Party
CSO	Civil Society Organization
CTO	Cognizant Technical Officer
DAS	Division des Affaires Sociales
DG	Democracy and Governance
FNAPEM	Fédération Nationale des Associations des Parents d'Elèves du Maroc
GOM	Government of Morocco
IDF	Institutional Development Framework
IGA	Income Generating Activity
INDH	Initiative Nationale pour le Développement Humain
IQC	Indefinite Quantity Contract
IREX	International Research and Exchanges Board
IT	Information Technology
M&E	Monitoring and Evaluation
MDS	Ministère du Développement Social, de la Famille et de la Solidarité
MEG	Morocco Education for Girls Project
MEN	Ministère de l'Education Nationale
MSI	Management Systems International, Inc.
MTDS	Morocco Trade and Development Services
NGO	Non-Governmental Organization
OD	Organizational Development
PEMS	Projet d'Etablissement et la Mobilisation Sociale
PMP	Performance Monitoring Plan
PSP	Parliamentary Support Project
PTA	Parent Teacher Association
REDI	Regional Democracy Initiatives
RRG	Rapid Response Grant
SANAD	Strengthening Advocacy and Networking to Advance Democracy
SMC	School Management Council
SOW	Scope of Work
TOR	Training of Trainers
USAID	United States Agency for International Development

I. PROGRAM OVERVIEW

Background: Moroccan civil society has made significant strides in recent years, contributing to the market place 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, particularly 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 generation 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 (DG) initiatives. MSI has chosen SANAD as the proposed acronym and name for this project. SANAD stands for Strengthening Advocacy and Networking to Advance Democracy. In Moroccan, *Sanad* means “reinforcement”, which, by its very definition, recognizes the important progress that Moroccan civil society has made in recent years. SANAD is a five-year project (funded at 7.5 million for the first three years) 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
- 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 support partner “anchor” NGOs and CSOs and 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 the sustainability of the training approach, and sustainability through 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 diversified 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 groups that promote youth and gender concerns 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 through networking and online.

2. INTRODUCTION

This document contains the first annual work plan of the Morocco Civil Society Advocacy Project, also named SANAD: Strengthening Advocacy and Networking to Advance Democracy. The work plan covers the period June 1, 2009, to September 30, 2010, and is the result of four half-day working sessions with key SANAD staff. The plan reflects a vision of what can be achieved over the coming 15 months; expressed in 11 results and a number of measurable targets. The SANAD team expects the first annual plan to be revisited once the results of the Advocacy Mapping exercise are analyzed and partners are selected in September, and once USAID/Morocco’s new programming comes online in the fall of 2009. The plan’s contents should not change significantly, however, from what is presented today.

This revised version of the plan takes into account comments made in a meeting with USAID in July. It also takes into account modifications made to the Performance Monitoring Plan (PMP) after USAID comments in August, as well as new insight stemming from the Advocacy Mapping process and further M&E meetings with SANAD staff. Noteworthy changes were made to Component 4, with the addition of a new result focusing on local governments. This new result clarifies what will be done at the local level. The plan also proposes a new heading for Component 5 sub-result 10.4, reflecting changes to PMP indicator 16. The heading and indicator are now more in line with expected results.

MSI is proud to present this first plan, and content in the fact that it stems from a participatory process that involved all of the Project’s recruited staff.

CROSS CUTTING RESULTS AND SYNERGY

SANAD staff has made a preliminary analysis of USAID/Morocco programming and has met with the Democracy and Governance, Economic Growth and Education teams. A Collaboration Plan was developed, and is annexed to this document. Some activities related to areas of possible collaboration identified in the collaboration plan were incorporated in this work plan. As new programming comes online, SANAD’s collaboration plan with USAID/Morocco’s DG, Education and Economic Growth sectors will be revised to incorporate more precise cross-cutting objectives and activities, stemming from collaboration meetings.

SUSTAINABILITY

MSI's sustainability and Moroccanization approaches, presented in the project proposal document, have been incorporated into this work plan. The results of the Advocacy Mapping exercise will serve to further refine these approaches, and enable the SANAD team to develop a sustainability and scaling-up strategy for Project Year Two. The strategy document is expected to be completed by February, 2010. It will draw on the results of the Mapping Exercise, results of the organizational capacity assessments, and more in-depth knowledge and understanding of SANAD's key national level partners in government and civil society organizations.

REGIONAL FOCUS

USAID has recently selected focus implementation regions. The designated administrative regions are Fes-Boulemane, Rabat-Salé, Grand Casablanca and Doukkala-Abda. The project team proposes first to conduct the Advocacy Mapping exercise, described in the project proposal, in all focus regions and, upon careful analysis of the results, make a proposal to USAID/Morocco on SANAD's target regions and zones. SANAD proposes to include the Tanger region in the Mapping exercise, due to the specific characteristics of the region in terms of youth-related issues. The SANAD team will consult USAID/Mococco before a final choice is proposed.

MANAGEMENT

At the time of submission of this work plan, SANAD is fully operational and almost entirely staffed. The project's Chief of Party (COP), Program Manager, Director of Administration and Finance, INDH and Youth Coordinator, Education Coordinator, and M&E Specialist are working full time. One full-time e-applications specialist from MTDS began on August 1; a second began August 18. SANAD's Senior Training Coordinator will begin full-time work on September 1. Recruitment of one grants manager, one grants assistant, one finance and administration assistant, two program assistants and two drivers is on-going.

3. EXPECTED RESULTS FOR FY2010

RESULTS FRAMEWORK

The team has identified 10 results and a number of sub-results for each component. The planning format and methodology enabled SANAD to produce a simple plan based on measurable outputs in time, in order to be able to track progress easily from one quarter to another. Quarterly reports will survey achievements against what was planned for the quarter, as well as report on the achievement of annual milestones that fall in that quarter. The results framework below presents expected results and the corresponding sub-results. Each sub-result is also a milestone. The month during which the milestone will be achieved is indicated in the results description under the Expected Results section. A table summarizing milestones and achievement months is presented immediately after the Expected Results section.

Component 1- Strengthening civil society institutional and advocacy capacity

Result 1- 10 national and regional level organizations and networks have worked to increase organizational capacity

Expected sub-results:

- 1.1. Advocacy mapping is complete
- 1.2. 10 national and regional level partners are selected
- 1.3. Staff training and OD tools development are complete
- 1.4. Partnership agreements signed
- 1.5. Organizational capacity assessment of 10 national level organizations is complete
- 1.6. Phase I OD support program to partner organizations is completed

Result 2- Three national and regional organizations have applied improved advocacy methods and tools

Expected sub-results:

- 2.1. Advocacy capacity building tools are designed
- 2.2. 20 national and regional partners are trained
- 2.3. 3 advocacy grants are awarded
- 2.4. 3 advocacy campaigns are launched or strengthened using new tools
- 2.5. 3 CSO forums are held

Component 2- Encouraging synergies between the national and local levels of civil society

Result 3- 3 CSO partnerships and coalitions have strengthened their networks and local members are using new tools

Expected sub-results:

- 3.1. Network building methodology and tools are designed
- 3.2. 5 partner organizations are trained
- 3.3. 3 networking grant agreements are signed
- 3.4. 3 new web applications are operational
- 3.5. 12 member organizations regularly access improved networking and mobilization tools and learning

Result 4- 2 new or little known issues surface into public debate

Expected sub-results:

- 4.1. 8 organizations are trained
- 4.2. 2 networking grant agreements are signed
- 4.3. 2 organizations have researched and framed new issues
- 4.4. 1 organization has launched advocacy activities about new issues

Component 3- Developing capacity of local CSOs to play a strategic role in the INDH process

Result 5- One CPDH and constituent CLDHs adopt more open proposal review process

Expected sub-results:

- 5.1. Agreement with INDH and pilot CPDH selected
- 5.2. Agreement with pilot CPDH and support TORs adopted
- 5.3. Methodology and tools adopted, CPDH trained
- 5.4. Local CLDHs in pilot CPDH trained on new methodology
- 5.5. CPDH and CLDH evaluation of process is complete

Result 6- Civil society participation in INDH processes increases in one pilot CPDH

Expected sub-results:

- 6.1. INDH CS web application operational
- 6.2. CPDH communications and CS relations strategy adopted
- 6.3. 15 CSOs & CBOs are trained on INDH processes
- 6.4. CS in pilot communes organized around INDH process
- 6.5. CS representation in CPDH decision-making strengthened
- 6.6. M&E modules related to INDH developed

Result 7- Dynamics and partnership improves between CS and local government

Expected sub-results:

- 7.1 Analysis of current dynamics between CSOs and communes complete in target regions
- 7.2 Twelve target local CSOs and CBOs trained
- 7.3 Two grants awarded to non youth organizations

Component 4- Increasing 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

Result 8- Eight local youth support organizations and structures and 12 CBOs are strengthened in four target zones

Expected sub-results:

- 8.1. 4 anchor CSOs are selected
- 8.2. Grant agreements signed with 2 to 4 anchor CSOs
- 8.3. Agreements with 2 youth structures signed

- 8.4. Anchor CSOs have developed tools and have trained trainers
- 8.5. 4 anchor partners are fully operational
- 8.6. 4 social capital grants awarded

Result 9- Youth are more knowledgeable and involved in issues of concern in 4 target zones

Expected sub-results:

- 9.1. 3 local youth forums held
- 9.2. 8 target youth organizations trained
- 9.3. 4 youth grants awarded
- 9.6. 2 youth web applications established/strengthened

Component 5- Enhancing the capacity of local level organizations to use civil society mobilization and advocacy to improve education quality at the community level

Result 10: PTAs and other structures play a greater role in school life

Expected sub-results:

- 10.1. FNAPEM and 4 provincial PTA federations trained on PTA-school dynamics
- 10.2. 20 local PTAs/ SMCs have increased their capacity
- 10.3 Training on “Projet d’Etablissement” incorporates input by PTAs in 2 teacher training centers
- 10.4 Six “Projet d’Etablissement” processes are reinforced through partnership between SANAD and EQ
- 10.5. PTA federation(s) have applied new approaches and tools in their relations with GOM
- 10.6. 6 PTAs have applied for INDH/ other funding for IGAs
- 10.7. 6 grant agreements are signed with PTAs

Result 11: Local education issues are increasingly identified and managed in collaboration with civil society in 10 schools

Expected sub-results:

- 11.1. 4 school life forums held
- 11.2. Tarbiya.ma has new tools and content to facilitate learning, networking and advocacy on line
- 11.3. 6 PTAs advocate on school issues
- 11.4. Eight schools integrate information on student and school performance in communications with parents

EXPECTED RESULTS

COMPONENT 1- STRENGTHENING NATIONAL AND REGIONAL CIVIL SOCIETY INSTITUTIONAL AND ADVOCACY CAPACITY

Two results come under SANAD component 1: Result 1- 10 national and regional and regional organizations and networks have worked to increase organizational capacity; Result 2- Three national and regional organizations have applied improved advocacy methods and tools. Achievement of these results will contribute to strengthen the capacity of key national and regional level partners identified through the Advocacy Mapping exercise planned for July and August.¹ [Strengthened capacity of local-level partners is described under Components 3, 4 and 5].

Component 1 intersects with Component 2: Encouraging synergies between the national and local levels of civil society. Institutional strengthening and advocacy capacity building under Component 1 will contribute to results under Component 2. Similarly, building stronger links between national and local level organizations will contribute to results under Component 1.

Result 1- Ten national and regional level organizations and networks have worked to increase organizational capacity

SANAD will tailor existing capacity-building tools and methodologies – starting with MSI’s proven Institutional Development Framework (IDF) methodology – in response to the specific context and profile of key national and regional level partners. [Specific tools and methodology will also be developed for local organizations, covered under Components 3, 4 and 5]. SANAD will address the organizational capacity of CSOs by ensuring strong ownership of the capacity building program. Improved organizational capacities will allow CSOs to become more effective advocates, better able to fund and manage activities throughout the policy process and continue through to issues of implementation and tracking. Organizational capacity-building will also enable partners to diversify sources of funding and promote the sustainability of interventions beyond the life of this project.

Expected sub-results:

1.1. Advocacy mapping is complete (August 2009)

SANAD will conduct Advocacy Mapping to ensure a carefully tailored approach and necessary sensitivity to Moroccan advocacy constraints and opportunities. The Advocacy Map will provide initial information on active CSOs nationally and in the project’s target regions; identify issues of concern, existing capacity building programs by the Ministry of Social Development (MDS), Agency for Social Development (ADS), National Human Development Initiative (INDH), USAID/Morocco and other donor programs, and available resources for CSOs (human resources, infrastructure, equipment). Special attention will be given to private sector associations at the national and regional levels in order to maximize synergy with USAID/Morocco’s Economic Growth program. SANAD will also survey provincial Parent Teacher Association (APMTE) federations and Youth associations to identify existing dynamics.

The Project will work with NGO Tanmia.ma and with short-term national consultants to conduct mapping surveys. SANAD partner MTDS will develop an IT application to process data collected. Additionally, SANAD’s COP will initiate a series of meetings with the leadership of major national and regional CSOs and CSO networks. These meetings will be essentially introductory in nature, but also provide a foundation for possible future partnerships. Advocacy Mapping results will serve as a starting point to develop the

¹ A more detailed description of the Advocacy Mapping exercise is provided under Result I and in section 6 on activities planned in the quarter July to September, 2009.

Project's operational policies and refine implementation strategy and training plan. The initial Advocacy Map will be further developed in September and October to incorporate key baseline data.

1.2. 10 national and regional level partners are selected (September 2009)

Building on Advocacy Mapping results and a competitive process, SANAD will identify and select at least 10 initial national and regional level partners. Partners will be selected in collaboration with USAID/Morocco, using pre-determined criteria such as: track record of CSO, organizational capacity, outreach, interest to work in networks, geographical coverage, and sector of activity. The goal will be for the Project to provide tailored support for each organization, building on individual niche strengths and addressing current weaknesses. The project's anchor CSO partners, with which SANAD will work to reach local level organizations, are part of the 10 national and regional partners.

1.3. Staff training and OD tools development is complete (October 2009)

SANAD will conduct an institutional assessment of the project's 10 partner organizations using an adapted formulation of MSI's Institutional Development Framework. The key tasks will be to adjust the IDF tool to Morocco's civil society sector and to the Project. The IDF Implementation Team (COP, Project Specialists, and national consultants) will be trained thoroughly in the IDF process by MSI headquarters IDF specialists/trainers. IDF tools will be revised and a detailed strategy and schedule for rolling out the IDF process with partner organizations developed.

1.4. Partnership agreements signed (October 2009)

Partnership agreements will be signed with each selected organization by October 2009. Agreements will be developed through a collaborative process that will set out goals; strategies/ methodologies for reaching these goals; required assistance in the form of contractor expertise, training materials and commodities (if/as needed); and key targets.

1.5. Organizational capacity assessment of 10 national level organizations is complete (January 2010)

The IDF Implementation Team will meet individually with each partner organization over a period of several weeks to assist them in completing the IDF. The result of the initial IDF assessment will be an organization profile and a weighted score. The project will track this score over time in order to determine progress in institutional capacity. The Performance Monitoring Plan (PMP), to be submitted by July 15, 2009, will lay out the specific periods at which capacity will be re-assessed to measure progress in organizational capacity. Findings will be reviewed together by the organization and the IDF Team. A list of priorities and a self-improvement action plan to address important weaknesses will be developed, using an established IDF template. As the action plans are completed, SANAD will review needs in technical assistance and training and develop an overall plan for the Project. SANAD anticipates completing five IDF assessments in December 2009, with the remaining five being completed in January 2010.

1.6. Phase I OD support program to partner organizations is completed (July 2010)

SANAD will provide targeted training to partner organizations to address their priority needs, as identified through the IDF assessments. Goals will include the establishment or strengthening of professional procedures and development of financial sustainability through diversification of funding. The Project will use MSI's organizational development toolbox, tailored to meet the specific needs of selected partners. Training topics will include: internal governance, administrative, financial and program management systems. Training of trainers will be provided whenever possible, in line with the Project's principle of cascading knowledge. A first assessment of partner response to training will be carried out in July, 2010, to evaluate the training program's performance.

Result 2- Three national and regional organizations have applied improved advocacy methods and tools

Application of new tools and methods by a minimum of three national and regional CSOs will be the most visible outcome of activities in support of advocacy capacity. To reach that measurable result by September, 2010, a total of 20 associations will receive advocacy training and support during the period. The SANAD team has adopted a two-pronged approach by which: 1) Advanced advocacy training will be provided to well-organized and experienced CSOs; 2) A larger spectrum of organizations will be supported in order to foster a culture of civic action. In keeping with that approach, initial training and evaluation sessions will be tailored to two types of organizations: 1) Well-organized and experienced CSOs; 2) Newer, less visible organizations with issues that are not well defined or have not yet led to substantial advocacy campaigns. [Less experienced CSOs will receive tailored, flexible support, and be monitored under Result 4]. It is expected that, out of 20 national and regional organizations trained and supported, eight will be younger, less visible organizations. Networking, constituency building with local organizations, and use of information technology will be woven into training from the beginning.

Expected sub-results:

2.1. Advocacy capacity building tools are designed (November 2009)

SANAD Project Specialists will design hands-on, operational training modules, guiding participants through all the stages of advocacy for a sample advocacy campaign, thereby promoting real planning, political mapping, problem-solving, to further their sample advocacy campaign. Such an approach will act as a catalyst for actual advocacy campaigns in the wake of the training. Advocacy training will review all the phases for the development and implementation of an advocacy campaign, including: identifying the problem/issue; developing an advocacy objective; researching policy audiences; developing advocacy messages; selecting channels for communications; seeking broader support, conducting contact activities, and evaluating advocacy efforts. An emphasis will be placed on research as a critical first step to effective advocacy.

Training modules and tools will be developed with input from partner organizations, building on results of the Advocacy Mapping. Whenever possible, multimedia learning modules will be offered in attractive, user-friendly formats. Modules and tools will be modified and perfected as needs evolve.

2.2. Twenty national and regional partners are trained (May 2010)

SANAD will follow an approach to advocacy training in which modules and tools will be tested with a first group by February 2010, evaluated and refined before a second group is trained. The second group of trainings will be completed by May. The Project's approach will promote the development and consolidation or expansion of advocacy networks and coalitions as an integral part of advocacy objectives. Each initial training will be followed by the drafting of a training and mentoring plan tailored to the needs of the organization. In keeping with SANAD's approach, the mentoring plans will be flexible, enabling the Project team to provide access to support for a larger number of organizations within the limits of SANAD's human and financial resources. More dynamic organizations will receive greater support, while struggling organizations will receive support sufficient to give them a fair chance to emerge. This is part of SANAD's larger term vision of advocacy as the development of a culture of civic action. Weaker partners need more time to develop; a flexible approach will enable SANAD to adjust to their rhythm without draining project resources away from more advanced, dynamic groups. This will lead to the emergence of new groups and issues in Years 2 and 3 of the project.

2.3. Three advocacy grants are awarded (March 2010)

SANAD will award at least three grants to support advocacy campaigns to national and regional organizations around specific advocacy issues or objectives prioritized by the organizations and coalitions themselves during Advocacy Mapping, and February /May advocacy training sessions. SANAD's grant manual, currently under development, will specify in detail how grantees will be selected and grants awarded. The manual will be completed based on the findings of the Advocacy Mapping exercise and submitted to USAID in September 2009. Advocacy grants will also cover activities to reinforce networks and links with local organizations, and develop web-based applications.

2.4. Three advocacy campaigns are launched or strengthened using new tools (March 2010)

SANAD will provide grantees with tailored technical assistance to use new tools to launch or strengthen their advocacy campaigns. SANAD partner MTDS will provide support in the use of Web-based applications to networking, coalition building advocacy. SANAD partner IREX will provide capacity building and guidance to organizations as they work to gain media coverage of their advocacy efforts and the issues on which they focus. Issue areas for advocacy may include fighting corruption, judicial reform, constitutional reform, the legal and regulatory framework for CSOs, etc.

2.5. Three CSO forums are held (January, April, July 2010)

In keeping with its strategy to foster a culture of civic action and to provide opportunities for support to a wider spectrum of organizations, SANAD will organize three forums to generate exchanges between CSOs from different levels of organizational capacity and advocacy experience. The forums will serve as a tool to generate greater understanding of SANAD and interest in advocacy, and could lead to peer-to-peer learning and the establishment of new relations and coalitions. SANAD will explore ways to generate and support peer-to-peer learning and support. The forums will be organized around specific themes. SANAD will seek to partner with Ministries and other organizations in the preparation of each forum, and will consider participation by government agencies.

COMPONENT 2- ENCOURAGING SYNERGIES BETWEEN THE NATIONAL AND LOCAL LEVELS OF CIVIL SOCIETY

Under component 2, SANAD will place considerable efforts in technical assistance to membership development, grassroots outreach and networking in order to cultivate broader constituencies for national CSOs and coalitions, thereby linking national and local CSOs and strengthening advocacy campaigns. Specifically, SANAD will work with at least three CSO partnerships and coalitions to strengthen their networks and foster the surfacing of at least two new or little known issues into public debate. Web-based applications, approaches and techniques will be at the center of these efforts.

Result 3- Three CSO partnerships and coalitions have strengthened their networks and local members are using new tools

To leverage advocacy initiatives and foster a culture of civic action, SANAD will strengthen at least three national and regional CSO partnerships and coalitions that show potential through training in networking techniques and tools, including on-line social networks. The three targeted coalitions may or may not be immediately involved in advocacy actions during the year. All three coalitions will work to ground their actions locally by: 1) Involving local member organizations and others in identifying and grounding issues in local reality; 2) Developing capacity in local organizations; 3) Working to track public policy and program implementation locally. Although local organizations will be indirectly reached through support to national and regional organizations, the capacity of local organizations to network is addressed, under components 3, 4 and 5.

Expected sub-results:

3.1. Network building methodology and tools are designed (November 2009)

SANAD Project Specialists will design modules and tools to build the capacity of CSOs to form and maintain networks. Tools will be specifically tailored to the Moroccan context and the needs of CSOs as identified through the Advocacy Mapping exercise. They will be practical and easy to use by CSOs of all levels. The following topic areas will be covered: grassroots outreach; membership recruitment; alliance building; effective communication; cooperation vs. competition; decision-making; creating a common purpose; and network management. New skills will be applied to local issue identification and grounding, local communication and mobilization, networking and tracking the implementation of public policy.

3.2. Five partner organizations are trained (March 2010)

SANAD will train five CSOs and CSO coalitions in networking and grounding issues with local members and other organizations. Some or all of the five organizations may be included under the 20 organizations described under Result 2. Training and mentoring modules will be tailored specifically toward the themes identified in the paragraph above. Training of trainers will be used so that each organization conducts its own training of local members and associated organizations.

3.3. Three networking grant agreements are signed (March 2010)

The Project will award three networking grants in support of national-local network strengthening. The grants may be stand-alone or be combined with an advocacy grant, depending on the organization and its current advocacy objectives.

3.4. Three new web applications are operational (July 2010)

SANAD partner MTDS will support Tanmia.ma to reinforce its services to transform the NGO portal into a more dynamic professional/social networking tool using the latest social network technology. MTDS will develop virtual platforms for three issue or sector-based communities on line that will serve to share information and knowledge and form strategic coalitions that cut across geographic barriers and enable smaller organizations to benefit from the networks of larger organizations. Networks may also be used to facilitate issue grounding and policy tracking at the local level.

3.5. Twelve member organizations regularly access improved networking and mobilization tools and learning (September 2010)

As a result of SANAD training, grant and IT activities above, 12 local CSO member organizations will regularly access improved networking and mobilization tools by the end of Year 1.

Result 4- Two new or little known issues surface into public debate

As described under Result 1, the SANAD team has put emphasis on generating a culture of civic action. For this reason, the team has identified and developed Result 4. It reflects a desire to foster the emergence of new, or little known or debated issues, as part of the general objective of strengthening civil society capacity to advocate. Under this result, SANAD will provide support to eight national and regional CSOs with limited advocacy capacity to foster the surfacing of two new or little known issues into public debate. Out of the 20 organizations mentioned under Result 2, a minimum of eight will be newer less organized and less visible organizations.

Expected sub-results:

4.1. Eight organizations are trained (May 2010)

SANAD will provide simplified training to meet the needs of eight CSOs with little or no advocacy history, adapting modules and tools developed in Component 1. Training content will cover a broader spectrum of subjects and provide the tools and skills to develop general knowledge on civic action, improve member mobilization and define issues and stakeholders. Mentoring will adjust to capacity and will cover networking and advocacy as warranted. It is envisaged that the younger organizations will surface as effective advocates over time.

4.2. Two networking grant agreements are signed (March 2010)

SANAD will award a grant to at least two of the younger CSOs to mobilize, research and frame new or little known issues and launch some level of advocacy activity to bring these to the fore into the public debate.

4.3. Two organizations have researched and framed new issues (July 2010)

As a result of the training and grants support described in the paragraphs above, at least two CSOs will have completed research, framed their issue(s), mobilized their membership and constituents and initiated networking.

4.4. One organization has launched advocacy activities about new issues (September 2010)

SANAD will also provide technical assistance support to a more advanced young CSO grantee to launch advocacy activities using new tools learned through SANAD advocacy training. Specifically, Project Specialists will provide guidance to develop a simple advocacy strategy and advocacy action plan, including a detailed networking plan to build constituencies. SANAD Experts will also provide counseling during the implementation phase and work with the target CSO/CBO to evaluate actions and adapt its advocacy strategy and activities, as needed.

COMPONENT 3- DEVELOPING CAPACITY OF LOCAL CSOS TO PLAY A STRATEGIC ROLE IN THE INDH PROCESS

Under Component 3, SANAD will develop the capacity of CSOs/CBOs to play a strategic role in the INDH process, with a focus on the provincial and commune levels. SANAD will aim to build or strengthen the capacity of CSOs/CBOs to provide input into the formulation of policies, influence decision-making, and monitor and evaluate implementation of INDH. In order to ensure maximum impact and foster sustainability, SANAD will work closely with the national coordination of INDH and reinforce existing INDH plans to strengthen the consultation and selection process for both small projects and income-generating activities, as well as improve information and communications. The SANAD team also proposes to focus on one pilot province in Year One, targeting the Provincial Committee (CPDH) and the individual communes that constitute the pilot province. Two results are pursued under this component: 1) One CPDH and constituent CLDHs adopt more open project identification and proposal review process; 2) Civil society participation in INDH processes increases in one pilot CPDH. A scaling-up strategy will be developed in the first quarter of the fiscal year.

Result 5- One CPDH and constituent CLDHs adopt more open process

In order for the INDH to better meet the priority needs of the poor and vulnerable, including youth, SANAD will work with the INDH at the central level, one pilot CPDH and constituent CLDHs to improve current processes. Special emphasis will be placed on communications, information, and reinforced civil society participation in consultations and decision-making, particularly as related to the INDH proposal review process.

Expected sub-results:

5.1. Agreement with INDH and pilot CPDH selected (October 2009)

SANAD will hold in-depth discussions with the national coordination body of INDH. Partnership discussions will follow the path already identified with INDH in the preparation of the project proposal. SANAD will propose to bring support to INDH under its current objectives to strengthen the process. SANAD anticipates concluding an agreement under which the Project will work with one pilot CPDH and constituent CLDHs in one of the Project's regions to: 1) Improve communications, information and participatory process; 2) Develop clear civil society representation mechanisms. The pilot CPDH will be selected through a voluntary, participatory process, in consultation with INDH.

5.2. Agreement with pilot CPDH and support TORs adopted (November 2009)

SANAD Project Specialists will work with elected officials, administrative services, and civil society members of the CPDH to craft terms of reference that will define the purpose and scope of SANAD's assistance support. Objectives will include: reinforcement of transparent processes covering the full range of CPDH decision-making – identification of priority actions, budget allocation, grant proposal review and awards – as well as adoption of clear civil society representation mechanisms in the CPDH.

5.3. Methodology and tools adopted, CPDH trained (January 2010)

SANAD support will take the form of technical assistance to design improved methodologies and tools and training of the CPDH to implement these. Emphasis will be placed on mobilizing CSOs and CBOs so they play an active role in the design of new improved INDH processes, and push, in particular, for increased CS participation in the project identification and selection process. For instance, SANAD may hold INDH workshops with civil society, including CS representatives in the CPDH and CSOs/CBOs at large in the target province, to discuss recommendations for improving INDH processes. The Project will train the CPDH in implementing new improved methodologies and tools in January 2010, ahead of the next round of INDH call for proposals, scheduled in April, 2010.

5.4. Local CLDHs in pilot CPDH trained on new methodology (March 2010)

SANAD will also train the CPDH's constituent CLDHs to implement the revised INDH processes at the local level. Training will be held in March. CLDHs are expected to be ready to implement improved methodology and tools in time for the April call for proposals.

5.5. CPDH and CLDH evaluation of process is complete (September 2010)

An evaluation of revised INDH processes, as experienced by each CLDH, will be conducted in September in close collaboration with the CPDH. The evaluation will assess what worked and what did not work. Methodologies and tools will be revised further, as needed. The scaling-up plan will also be updated. One or two new CPDHs could be targeted in Year 2 as part of the scaling-up plan.

Result 6- Civil society participation in INDH processes increases in one pilot CPDH

SANAD will seek to optimize the participation of CSOs and CBOs in the INDH, targeting both CSOs/CBOs which already work with the INDH and those that have been left out of the process. With this aim, SANAD will work with CBOs/CSOs to use existing opportunities and create new opportunities for participation among the constituent CLDHs of one pilot CPDH. Through training, information and web-applications, SANAD will develop interest and ownership in the INDH process for a wider constituency of neighborhood associations, private and cooperative concerns, and women's and youth groups, among others. Efforts will be made to federate organizations around the process, paving the way for potential advocacy actions and the emergence of an INDH community in years Two and Three of SANAD.

Expected sub-results:

6.1. INDH CS web application operational (December 2009)

SANAD will address local CSO/CBO lack of knowledge, capacity and leverage, with respect to INDH. SANAD partner MTDS will create an INDH web community platform, using the Tanmia.ma web site. The web application will host information, training materials for CSOs and CBOs, as well as discussion and debate forums. The INDH web community platform will complement the existing websites of INDH, of the Ministry of Social Development, the Family, and Solidarity (MDS) and of the Agency for Social Development (ADS). It will be an open virtual space that INDH stakeholders, officials and partners (CSOs, CBOs, DASs, commune officials, local authorities, etc.) can use to exchange information, share best practices and download training materials and other relevant documents.

6.2. CPDH communications and CS relations strategy adopted (February 2010)

SANAD will work with the INDH at the central level to develop a standard CPDH communications strategy, which will define mechanisms for communications and open access to INDH information at the local level. SANAD will explore the possibility of adding INDH web pages to existing provincial web sites. The possibility of including CPDH and CLDH information on the INDH web site (www.indh.ma) will also be discussed.² Access to information is critical to allow for better monitoring and evaluation of the INDH at the local level.

6.3. Fifteen CSOs & CBOs are trained on INDH processes (March 2010)

SANAD will support local CSOs in target communes to work together to engage collectively with INDH, bolstering leverage with the Initiative. Working with INDH, Project Specialists will design a module that will provide local CSOs and CBOs with knowledge of INDH processes, opportunities and training. The module will be based on pre-existing tools developed by INDH reinforcement task forces, as well as by MDS. SANAD will train 15 CSOs and CBOs on INDH processes in target INDH communes.

6.4. CS in pilot communes organized around INDH process (April 2010)

Further, SANAD will build the capacity of CSOs/CBOs to play an active role in the INDH on two levels. On the demand side, the Project will increase CSO/CBO knowledge of and capacity to advocate for the needs of the poor and the vulnerable, including youth, and participate fully in needs assessments. Activities will include training in participatory research. The Project will also train CSOs and CBOs in advocacy, using simplified, adapted tools from Component 1. On the supply side, SANAD will train CSOs/CBOs to apply for INDH funding so as to deliver more services to the poor.

² The INDH web site includes some information on accomplishments. However, available information does not cover all INDH sites, and most information is outdated (from 2005).

6.5. CS representation in CLDH and CPDH decision-making strengthened (September 2010)

To strengthen civil society representation in INDH decision-making, SANAD will work with CSOs and CBOs in the pilot INDH province to develop and adopt clear representation mechanisms in the CPDH and CLDH. A document will be drafted, which will define: the process whereby CSOs/CBOs select CS representatives in the INDH committees, the mandate and term of representation and reporting obligations. This document will be submitted to the CPDH for approval.

6.6. M&E modules related to INDH developed (March 2010)

SANAD will build the capacity of CSOs and CBOs to monitor INDH budgets and track project implementation. Project Specialists will develop such tools as expenditure tracking sheets and report card formats that will measure public satisfaction with the delivery of INDH services. On budget monitoring, SANAD will learn from best practices in Morocco, including work conducted under the USAID/Morocco's Parliamentary Support Project (PSP). Corresponding modules will be developed in Year 1, with training to follow in Year 2.

Result 7 - Dynamics and partnership improves between CS and local government

Result 7 is an integral part of SANAD's plan to bolster the capacity of local associations to identify issues, organize, advocate and enter into partnerships at the local level. One of the key institutional targets is the commune and, eventually, other power holders such as l'Agence Urbaine and Al Omrane. As described in the FY2010 Collaboration Plan, SANAD will work in closely with USAID/Morocco's upcoming local governance project in an effort to combine efforts at greater transparency and open practice within target communes with greater mobilisation and better organization among civil society organizations, jointly leading to improved local governance outcomes. Working with power holders as well as CSOs is a basic operating principle of SANAD.

Expected sub-results:

7.4 Analysis of current dynamics between CSOs and communes complete in target regions

Once target regions are selected SANAD will establish relations with communes and wards (arrondissements) where the project will be active. Working with elected officials, SANAD will conduct a participatory, preliminary diagnostic of commune – civil society relations with commune staff. SANAD will analyse the results of the diagnostic and share them with USAID. SANAD does not envisage any further actions with communes at this point; overall strategy on communes should stem from discussions with the DG team and the new local governance project. These discussions will lead to a number of revisions to the work plan, and the likely addition of a number of sub-results under Result 7.

7.5 Twelve target local CSOs and CBOs trained

As part of its local level activities in target regions, SANAD will specifically target at least 12 CSOs beyond youth and school governance organisations. These organizations may be neighbourhood groups, local business associations, consumer groups, et cetera. SANAD will give special attention to groups that represent interests linked to local public infrastructure, public service delivery, and issues related to housing, new and upgraded neighborhoods, transport, sanitation, urban development, et cetera.

7.6 Two grants awarded to non youth organizations

As part of its support to local organizations SANAD plans to issue a minimum of two grants to organizations other than youth and school governance organizations.

COMPONENT 4- INCREASING 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

Under Component 4, SANAD will seek to advance advocacy for marginalized and disaffected youth through capacity building of at least eight local youth associations or support organizations and structures in four Project zones, and increased youth knowledge and involvement in issues of concern. Capacity building will be provided via up to four SANAD anchor CSOs, as per the Project's principles of cascading knowledge, Moroccanization and sustainability. Under this component, SANAD will also develop capacity and provide advocacy support to 12 non-youth community based organizations. Component 4 has two expected results: 1) Result 7- Eight local youth support organizations and structures and 12 CBOs are strengthened in four target zones; 2) Result 8- Youth are more knowledgeable and involved in issues of concern in four target zones.

Result 8- Eight local youth support organizations and structures and 12 CBOs are strengthened in four target zones

Working through national and regional anchor organizations, SANAD will strengthen the capacities of youth support organizations and structures and other CBOs in four target zones. In keeping with its cascading approach, SANAD will develop methodology and tools with anchor CBOs and conduct training of trainers within those organizations. Through its Anchor Grants Program, SANAD will provide anchor CSOs with the means to reinforce or establish field presence in four target zones. Tanmia.ma has been identified as a strong potential anchor organization that can insure the use of web-based applications at the local level. As an anchor organization, Tanmia.ma will be closely associated in methodology and tool development and will insure training in the use of IT for learning, social mobilization and advocacy at the local level. Field presence will insure proximity with stakeholders and facilitate the training and mentoring of civil society organizations, youth groups and community-based organizations. Field presence will also enable anchor organizations to play a supporting role in generating greater participation by youth (in particular marginalized and disaffected youth who are hard to reach), neighborhood associations and other CBOs and NGOs in the INDH process, in local issues at the commune level, and provide support to parent associations (APMTEs). Results concerning INDH and APMTEs are detailed under Components 3 and 5.

Expected sub-results:

8.1. Four anchor CSOs are selected (September 2009)

Four of SANAD's 10 national level partners selected in Component 1 will serve as Project anchor organizations. Anchors will transfer key concepts and tools to other Moroccan partners, thus creating the basis for the sustainability of the training approach since the skills to manage, finance and undertake effective advocacy programs by project end will rest with Moroccan mentor organizations and networks. SANAD will seek to work directly with regional youth support organizations when this is feasible. The results of the Advocacy Mapping exercise will inform the Project team further in this matter.

8.2. Grant agreements signed with two to four anchor CSOs (October 2009)

To support anchors to design and provide specialized training, and provide mentoring to other CSOs and CBOs, SANAD will award grants to each organization. Anchor grants may also serve to conduct assessments, public opinion research/polling, etc. In this way, grants will help Moroccan ownership of SANAD and promote capacity building and sustainability.

8.3. Agreements with two youth structures signed (December 2009)

In order to mobilize youth at the grassroots level, SANAD will seek to establish or revive youth centers, using existing infrastructure to serve as a platform from which to conduct outreach to youth – targeting in particular marginalized and disaffected youth, and manage activities, as well as a space where a number of supporting tools, such as Internet, newspapers and training, can be accessed. SANAD will explore the possibility of partnering with at least two Dar Chababs or comparable structures and work with anchor CSOs to equip and upgrade as needed to make them fully operational spaces for community meetings, training and access to resources. Local structures can also serve as a place where local CBOs can hold their internal meetings, receive mail, access the Internet, phone and basic services. Proximity and regular contact between different groups is a central aspect of the development of collective reflexion and action..

8.4. Anchor CSOs have developed tools and have trained trainers (January 2010)

SANAD will work with anchor CSOs to develop modules and tools to train and support local CSOs/CBOs. SANAD will provide training of trainers for each anchor organization. Anchors will then be ready to directly apply the tools at the local level.

8.5. Four anchor partners are fully operational (April 2010)

SANAD anchor organizations will operate in four zones. To foster close relationship with local CSOs/CBOs and allow for on-the-ground, real time, mentoring, anchors will establish a field presence in their target zone, including at least one permanent dedicated staff. Field presence will be located in existing infrastructure where this is possible: the anchor's office or existing community structures such as Dar Chababs, Dar Mouwatine, etc. With modules and tools developed, trainers trained, and field offices established, anchors will be fully operational by April 2010. Anchors are expected to provide technical assistance support to an average five CSOs each in Year 1, i.e. a total of 20 local CSOs/CBOs strengthened.

8.6. Four social capital grants awarded (May 2010)

SANAD will award at least four social capital grants. Grants may be used to refurbish and equip the above youth centers (Dar Chababs and/or other existing infrastructure) as needed. Grants may also serve to improve networking between CBOs, service delivery by local CSOs and CBOs, or be used by Youth associations as contributions in partnerships with the commune or other local entities on special community improvement projects.

Result 9- Youth are more knowledgeable and involved in issues of concern in four target zones

To advance advocacy for youth, SANAD will work with youth to improve *their* knowledge of youth issues and increase *their* involvement in issues of concerns, targeting four zones. SANAD will also work to bring local CSOs and CBOs closer to the commune, through training and field visits, attendance to council meetings, and greater awareness of issues regarding sanitation, housing, urban transport, social and sports infrastructure.

Expected sub-results:

9.1. Three local youth forums held (May July, September 2010)

SANAD will support the organization of three youth regional forums through the course of Year 1. The idea is for youth to develop self-awareness and elaborate their own plans to address issues of concern to youth. Forums – one-day events – will provide an opportunity for youth, in particular marginalized and disaffected youth, to communicate, share experience, access information, and build understanding around a selected topic area. Forums will be demand-driven. Topic areas will be selected by youth themselves. Sample topics may include: youth employment, political participation, youth in the INDH, etc. Youth leaders will lead the process with coaching from SANAD anchor organizations.

9.2. Eight target youth organizations trained (July 2010)

SANAD will support its national anchor organizations to work with eight interested CSOs and CBOs in target communes. Anchors will tailor the MSI Strategic Management Kit for Capacity Building in Morocco to the needs of youth CSOs/CBOs. Additionally, youth CSOs/CBOs will be provided with advocacy training, life skills training, and political participation training. Through advocacy training, marginalized and disaffected youth will learn how to formulate and advance their demands for innovative youth programming and engage in the public space. Together, the trainings will provide marginalized and disaffected youth with the knowledge and skills necessary to address the many challenges they face day-to-day as individuals and as a group.

9.3. Four youth grants awarded (September 2010)

Rapid Response Youth Grants will be provided to youth-oriented CSOs and CBOs to conduct projects targeting marginalized and disaffected youth. Grants will support costs of youth projects, micro-incubators, youth organizations, youth advocacy (including youth research) or youth involvement in INDH/government policy-making. Youth forums, described above, will serve to identify priority needs.

9.6. Two youth web applications established/strengthened (April 2010)

Complementing on-the-ground activities, SANAD partner MTDS will create an on-line Youth Forum on Tannia.ma to provide a virtual space for discussion and debate where youth can access tools, guides and references, share experiences and ask questions. MTDS will also upgrade the Moustaqbali.ma youth portal. Via SANAD, youth-oriented CSOs/CBOs will be encouraged to access Moustaqbali to publicize their services to youth, and share good practices and success stories both to inspire youth and other organizations that also serve youth.

COMPONENT 5- ENHANCING THE CAPACITY OF LOCAL LEVEL ORGANIZATIONS TO USE CIVIL SOCIETY MOBILIZATION AND ADVOCACY TO IMPROVE EDUCATION QUALITY AT THE COMMUNITY LEVEL

Under Component 5, SANAD will work to mobilize partners, stakeholders, and parents in favor of schools. In particular, SANAD will seek to enhance the advocacy capacities of PTAs and SMCs and other CSOs/CBOs with a focus on education, to improve education quality at the community level. SANAD will work with PTAs and in close collaboration with the USAID/Morocco Education Quality (EQ) project to reinforce the “Projet d’Etablissement et la Mobilisation Sociale” (PEMS) process as a starting point to improved capacity building and partnership between PTAs and school administrations. SANAD will contribute to foster community and PTA ownership of school-related issues in order to generate greater dynamism on the part of PTAs.

Result 10: PTAs play a greater role in school life

SANAD will strengthen the organizational and advocacy capacities of the National Federation of Parent Associations (FNAPEM), and increase the capacity of four provincial PTA federations in order to increase their capacity to provide support to PTAs. SANAD will accompany the four provincial federations in the training and mentoring of a total of 20 PTAs and SMCs. Additionally, the Project will provide technical assistance support to a number of more dynamic PTAs to raise much needed funds in order to carry out their activities.

Expected sub-results:

10.1. FNAPEM and 4 provincial PTA federations trained on PTA-school dynamics (October 2009)

SANAD will train FNAPEM and four provincial PTA federations in PTA-school dynamics through an intensive training program that will seek to increase PTA knowledge and understanding of their role – raise awareness, mobilization around schools, acting as an intermediary between schools and parents, and creating a dynamic of participation and change around schools, and to increase their ability to play their role effectively. Capacity building will consist of: 1) Training and technical assistance in social mobilization, school issues, planning, managing for results, working as teams, using a participatory approach to mobilize a wide array of actors (including youth) and advocacy; 2) Training federations on how to support PTAs. Training will take place in October 2009, immediately following the beginning of the next school year, and ahead of PTA elections, scheduled in November for those PTA boards that have run the course of their term.

10.2. Twenty local PTAs/ SMCs have increased their capacity (November 2009)

Planning and managing for results is essential for raising the capacity of school-related CSOs. SANAD will use its results-based management modules drawn from MEG, Adros, ALEF, and Dima Adros to train 20 PTAs and SMCs to manage for results. Training will cover such topics as: strategic planning; project management (related to the “Projet d’Etablissement”); gender; advocacy; communication; networking; partnership development and fundraising. Training will take place at the beginning of the school year, in October and November.

10.3. Training on “Projet d’Etablissement” incorporates input by PTAs in two teacher training centers (May 2010)

Working closely with the Education Quality Program, SANAD will explore the possibility of incorporating dynamic PTA and PTA federation participation in the training of directors and school leaders on community outreach. This could expose school officials and teachers to real life examples of collaboration and social mobilization, and introduce collaboration between sub-national school administrations and PTA federations. SANAD will build on the USAID/ALEF experience in developing modules on “Projet d’Etablissement”.

10.4. Six “Projet d’Etablissement” processes are reinforced through partnership between SANAD and EQ (June 2010)

Working closely with EQ on the “Projet d’Etablissement” process, SANAD will provide support to local civil society partners and PTAs to generate interest and dialogue on school issues, paving the way for increased participation in the crafting of the “Projet” and a more dynamic relationship between schools and PTAs in implementation. Work in synergy with EQ is described in greater detail in SANAD’s FY2010 Collaboration Plan, annexed to this document.

10.5 PTA federation(s) have applied new approaches and tools in their relations with GOM (September 2010)

SANAD will support national level PTA federations to improve the management of their relations with government and improve the impact of their advocacy actions to incite policy changes that push schools to

present results to community leaders and parents. Specifically, the campaign is expected to relate to: establishing school accountability mechanisms, empowering PTAs and SMCs, and changing the legal environment so that communities, elected officials and CSOs play a more important role in school management and evaluation. The campaign will use new tools learned through SANAD training.

10.6. Six PTAs have applied for INDH/ other funding for IGAs (September 2010)

To mobilize resources for SMCs and PTAs, SANAD will liaise, network and build the capacity of 10 PTAs to apply for INDH and Mohamed V Foundation funding for income generating activities (IGAs). SANAD, in collaboration with PTAs and target schools, will explore two approaches to IGAs as part of a pilot program. Funding may be used to set up physical spaces adjacent to schools and around them to set up micro-enterprises of service to students and the school. SANAD will also explore the possibility of developing micro-incubators of very small businesses or activities for young student entrepreneurs in two lycees.

10.7 Six grant agreements are signed with PTAs (March 2010)

SANAD will provide more dynamic PTAs with means to move forward and make contributions to school life through mobilization and partnerships by providing small grants to at least six PTAs during the course of the year.

Result 11: Local education issues are increasingly identified and managed in collaboration with civil society in 10 schools

SANAD will work with 10 PTAs/SMCs in 10 schools to increase their participation in school management in practice.

Expected sub-results:

11.1. Four school life forums held (November 2009, March, June, September 2010)

SANAD will support school life forums in four schools in an effort to create spaces for dialogue and exchange between school cadres (directors and teachers), civil society, and the community. School forums will serve to: 1) Expand the PTA power base and mobilize the community and other actors in support of schools; 2) Increase civil society participation in school management, with an aim to improve teaching and learning.

11.2. Tarbiya.ma has new tools and content to facilitate learning, networking and advocacy on line (December 2009)

SANAD partner MTDS will upgrade Tarbiya.ma as a source for e-learning. Training modules and materials developed under Component 5 will be uploaded on the web site and available to download for CSOs free of charge. SANAD will also use Tarbiya.ma as a public platform for sharing good practices of PTA/school engagement, including sharing “how to” resources. SANAD will work in close collaboration with EQ to generate interest and impact around e-learning for teachers. Additionally, the Project will build the capacity of PTAs and CSOs/CBOs to use Tarbiya.ma as a platform for advocacy – Tarbiya.ma is consulted by decision makers from the Ministry of Education (MEN) but is independent.

11.3. Six PTAs advocate on school issues (September 2010)

Complementing the advocacy campaign by PTA federations (above), SANAD will provide technical assistance support to six PTAs to conduct advocacy activities at the local level. Advocacy will seek to lobby local elected government for more involvement of elected officials and CSOs in educational issues, in

particular school management and evaluation. Emphasis will be placed on linking PTAs and CSOs/CBOs which have a focus and/or interest in education, for instance, CSOs working with out-of-school kids.

11.4. Eight schools integrate information on student and school performance in communications with parents (May, 2010)

SANAD will train teachers and school directors and administrators in three schools where the Project is working with PTAs to use information technology and other means to provide timely information to parents and community members about the performance of the school. For example, teachers may be trained to make student grades and progress reports accessible online to parents; schools will be able to report out the number of students that are “at risk” and may be able to identify root causes. This will introduce the idea of data-based decision making and information transparency, and serve as a basis on which to formulate a more relevant “Projet d’Etablissement.”

4. YEAR I WORK PLAN MILESTONES

SANAD 2009-2010 Work Plan Milestones Table															
Component 1	Q4			Q1			Q2			Q3			Q4		
Components, Results, Milestones	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Result 1- 10 national level organizations and networks have increased organizational capacity															
1.1. Advocacy mapping is complete															
1.2. 10 national level partners are selected															
1.3. Staff training and OD tools development is complete															
1.4. Partnership agreements signed															
1.5. Organizational capacity assessment of 10 national level organizations is complete															
1.6. Phase 1 OD support program to partner organizations is completed															
Result 2- 3 national organizations have applied improved advocacy methods and tools															
2.1. Advocacy capacity building tools are designed															
2.2. 20 partners are trained															
2.3. 3 advocacy grant agreements are signed															
2.4. 3 campaigns have been launched or strengthened using new tools															
2.5. 3 CSO forums are held															

SANAD 2009-2010 Work Plan Milestones Table															
Component 2	Q4			Q1			Q2			Q3			Q4		
Components, Results, Milestones	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Result 3- 3 CSOs have strengthened their networks and local members are using new tools															
3.1. Network building methodology and tools are complete															
3.2. 5 partner organizations are trained															
3.3. 3 networking grant agreements are signed															
3.4. 3 new web applications are operational															
3.5. 12 member organizations regularly access improved networking and mobilization tools and learning															
Result 4- 2 new or little known issues surface into public debate															
4.1. 8 organizations are trained															
4.2. 2 networking grant agreements are signed															
4.3. 2 organizations have researched and framed an issue															
4.4. 1 organization has launched advocacy activities															

SANAD 2009-2010 Work Plan Milestones Table															
Component 3	Q4			Q1			Q2			Q3			Q4		
Components, Results, Milestones	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Result 5- 1 CPDH and constituent CLDH adopt more open proposal review process															
5.1. Agreement with INDH and pilot CPDH selected															
5.2. Agreement with pilot CPDH and support TORs adopted															
5.3. Methodology and tools adopted, CPDH trained															
5.4. Local CLDHs in pilot CPDH trained on new methodology															
5.5. CPDH and CLDH evaluation of process is complete															
Result 6- CS participation in INDH process increases in 1 pilot CPDH															
6.1. INDH CS web application operational															
6.2. CPDH communications and CS relations strategy adopted															
6.3. 15 CSOs & CBOs are trained on INDH processes															
6.4. CS in pilot communes organized around INDH grants process															
6.5. CS representation in CPDH decision making strengthened															
6.6. M&E modules related to INDH developed															
Result 7- Dynamics and partnership improves between CS and local government															
7.1. Analysis of current dynamics between CSOs and communes complete in target regions															
7.2. 12 target local CSOs and CBOs trained															
7.3. 2 grants awarded to non youth organizations															

SANAD 2009-2010 Work Plan Milestones Table															
Component 4	Q4			Q1			Q2			Q3			Q4		
Components, Results, Milestones	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Result 7- Local youth support organizations and structures are strengthened in 4 target zones															
7.1. 4 anchor CSOs are selected															
7.2. Grant agreements signed with 2 to 4 anchor CSOs															
7.3. Agreements with 2 youth structures signed															
7.4. Anchor CSOs have developed tools and have trained trainers															
7.5. 4 anchor partners are fully operational															
7.6. 4 social capital grants awarded															
Result 8- Youth are more knowledgeable and involved in issues of concern in 4 target zones															
8.1. 3 local youth forums held															
8.2. 8 target youth organizations trained															
8.3. 4 youth grants awarded															
8.6. 2 youth web applications established /strengthened															

SANAD 2009-2010 Work Plan Milestones Table															
Component 5	Q4			Q1			Q2			Q3			Q4		
Components, Results, Milestones	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept
Result 9- PTAs (APMTEs) play a greater role in school life															
9.1. FNAPEM and 4 provincial PTA federations trained on PTA – school dynamics															
9.2. 20 local PTAs /SMCs have increased their capacity															
9.3. Training on “Projet d’Etablissement” incorporates input by PTAs in 2 teacher training centers															
9.4. Six “Projet d’Etablissment” processes are reinforced															
9.5. PTA federation(s) have applied new approaches and tools in their relations with GOM															
9.6. 6 PTAs have applied for INDH /other funding for IGAs															
9.7. 6 grant agreements are signed with PTAs															
Result 10- Local education issues are increasingly identified and managed in collaboration with civil society in 10 schools															
10.1. 4 school life forums held															
10.2. Tarbiya ma has new tools and content to facilitate learning, networking and advocacy on line															
10.3. 6 PTAs advocate on school issues															
10.4. Eight schools integrate information on student and school performance in communications with parents															

5. SUMMARY OF RAPID RESPONSE GRANTS (RRGs) TO BE MADE IN FY2010

SANAD anticipates awarding at least 26 Rapid Response Grants in Year 1, as follows:

Purpose/ Grant Size	DRAFT Selection Criteria	Target # Grants
ANCHOR GRANTS: Support SANAD anchor CSO federations and CSOs to conduct assessments, public opinion research/polling, design and provide specialized training, and provide mentoring to other federations, CSOs, CBOs, PTAs and SMCs on national and local levels. Helps Moroccan ownership of SANAD and promotes capacity building and sustainability.	(1) track record of CSO (2) feasibility of CSO becoming an "Anchor" (3) practicality of proposal (4) training/assessment experience (5) preference for cost share or in-kind contributions	2-4
ADVOCACY GRANTS: Support national or local level advocacy campaigns on critical issues of importance to Moroccans. Will build partnerships and linkages between national and local levels. Will also include opportunities to support other forms of increased government oversight, such as through the parliament or through INDH.	(1) encourage collaboration and networking (2) exhibit meaningful government/citizen collaboration (3) include both national and local CSOs, CBOs or alternatively work to strengthen parliamentary oversight (4) include cash or in-kind contributions	8
SOCIAL CAPITAL GRANTS: strengthen social capital by funding CSOs and CBOs (especially grassroots organizations, youth organizations, and PTAs) for equipment, staffing and projects to improve networking, civic participation, service delivery, involvement in INDH processes, or government/policy monitoring and leave behind empowered CSOs/CBOs/PTAs.	(1) demonstrated potential of CSO, CBO (2) quality of institutional strategy (3) target women, youth, or the poor (4) include cash or in-kind contributions (5) preference for local CSOs and CBOs (6) preference for projects that benefit more than one CSO/CBO	12
YOUTH GRANTS: Support costs of local youth fora, youth projects, micro-incubators, youth organizations, youth advocacy or youth involvement in INDH/government policy-making. Will establish a meaningful pattern of government/youth collaboration. Will support early program credibility, providing immediate visible impact.	(1) produce visible results (2) exhibit meaningful government/citizen collaboration (3) focus on issues of concern to vulnerable youth (4) include cash or in-kind contributions (5) preference for local CSOs and CBOs (6) preference for support for youth fora or youth council (7) preference for projects that are sustainable or scaleable	4
TOTAL		26-28

SANAD is currently developing a grant manual detailing proposed procedures for grant management under the Project. The manual will be finalized in September, based on Advocacy Mapping findings, and submitted to USAID/Morocco shortly thereafter.

6. ACTIVITIES PLANNED FOR THE QUARTER JULY TO SEPTEMBER, 2009

ADVOCACY MAPPING (JULY, AUGUST, SEPTEMBER)

The Advocacy Mapping exercise is a key element for the successful launch of SANAD. The exercise will serve five major purposes: 1) Selection of project zones for the local components of the Scope of Work; 2) Definition of SANAD's "universe" – the spectrum of CSOs that the project will target and that will be influenced by activities; 3) Establish baseline data for the PMP; 4) Determine the project's operational policies and grant mechanisms; 5) Identify key complementarities and opportunities for collaboration with ministry and donor programs.

Mapping will be carried out in two phases. The first phase will run from July 1 to August 30. It will entail three major steps: 1) Initial CSO inventory of existing qualifying CSOs and of ministry and donor programs; 2) Field visits and work with national and local networks to identify local dynamics in youth programming and other initiatives and complete the inventory; 3) Survey of qualifying CSOs to assess dynamism and identify issues of interest.

By August 31, data will have been processed and initial analysis conducted. In phase II, beginning in September, the information and analysis will serve as a basis from which to discuss and select the project zones. Once the zones are identified and officially validated by USAID, SANAD will delineate its "universe". Baseline data will be collected within the universe to establish SANAD's baseline and performance targets for FY2010. Anchor organizations will also be selected, and key partnerships with other programs established. Mapping results will enable the SANAD team to adopt clear policy on partner selection and on grant making.

Phase II will also serve to complete a "snapshot" of civil society and public issues. Research based on the phase I results will serve to conduct a more in-depth research with CSOs, media, ministries and donors to establish quantitatively and qualitatively the position of civil society in public policy, including attitudes and policies toward CSOs and CSO presence in policy dialogue.

M&E PLAN (JULY, SEPTEMBER)

The Project's M&E plan will be submitted by July 15. The SANAD team will revise the draft plan included in the proposal, taking into consideration elements of the Advocacy Mapping questionnaire. SANAD will review and finalize the Project's PMP, with assistance from MSI's M&E Specialist Michelle Adams-Matson. It is expected that the indicators will be finalized based on the results of the mapping exercise and on discussions with USAID's DG team and other Assistance Objectives (AOs) in the process of finalizing mission indicators for the new five-year strategic plan.

COMMUNICATIONS (JULY)

SANAD will design its visual identity, in keeping with USAID's graphic standards and policy, and submit a proposal to USAID/Morocco on project identification and visual signature. Upon approval, SANAD will produce and post basic project presentation materials.

MEETING WITH PARTNERS (JULY)

SANAD will conduct meeting with key partners in July. Small forums and focus groups may be organized to discuss the project's objectives and approach with key partners.

RECRUITMENT (JULY)

Staffing for the Project will continue in July. The SANAD Team will review CVs collected in response to job announcements posted in June. A selection committee will be formed to pre-select and interview suitable candidates for the posts of grants manager, grants assistant, finance and administration assistant, program assistants, and drivers.

ANNEXES

ANNEX I: COLLABORATION PLAN YEAR I



USAID
FROM THE AMERICAN PEOPLE

MOROCCO CIVIL SOCIETY PROJECT *SANAD* COLLABORATION PLAN YEAR I

JULY 1, 2009

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Morocco Civil Society Project *SANAD*

COLLABORATION PLAN YEAR I



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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.³ 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.

LINKAGES WITH EDUCATION

³ 2009 World Barometer on Corruption, Transparency International

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'Etablissement et la Mobilisation Sociale (PEMS).** “Projets d'Etablissement” (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 AMPTEs 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.