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Morocco Community-Oriented Policing Activity

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ACRONYMS

FORSATY – Favorable Opportunities to Reinforce Self-Advancement for Today’s Youth

COPA – Community-Oriented Policing Activity

MELP – Monitoring, Evaluation and Learning Plan

DGSN – Directorate of National Security

CBAs – Community-based Organizations

NBAs – Neighborhood-based Organizations

RFP – Request for Proposal

INDH – National Initiative for Human Development

UNFM/BM & JM – National Union of Moroccan Women/Beni Makada & Jamaa Mezouak

SRO – School Resource Officer

Contents

ACRONYMS	2
I. Introduction and Background	4
II. Challenges Encountered	5
III. Results and Achievements, 2015 – 2020	5
A. Trust Developed between Citizens and the Police	6
1. Community Assessment and Consultation	6
2. Grant-making	7
3. Creation of core teams	8
4. Formation of Core Teams Post-October 2018	12
5. Core team Development.....	13
B. Police and Citizens Carry out Community-oriented policing activities.....	15
C. Increased Capacity to Implement Community-oriented Policing.....	19
1. Training and Skills Development of Community Partners	20
2. Consultative Process and Development of Police Assistance Programming.....	21
3. Police Training (February 2017 – December 2019)	23
4. Police Technical Assistance and Mentoring (February 2017 – December 2019)	24
5. Core Team Development and SARA Training.....	25
6. Other Core Team Training.....	29
7. Core Team Sustainability – or call it counterpart sustainability to implement community-oriented policing	30
8. Sustainability of a Community-oriented Approach in the Context of DGSN Strategy.....	33
IV. Communications	34
V. Other Program Relationships	35
VI. Lessons Learned.....	35
VII. Monitoring, Evaluation and Learning	36

I. Introduction and Background

The USAID Community-Oriented Policing Activity (COPA) began as a pilot program in February 2015 having three objectives: 1) development of trust between citizens and police; 2) facilitation of opportunities for police and citizens to carry out community-oriented policing activities; and, 3) increased capacity of stakeholders to implement community-oriented policing. The program responded to the US Agency for International Development's (USAID) overarching objective of increasing citizen capacity in governance, which in terms of programming was directed towards several community locations in the northern Moroccan cities of Tangier and Tetouan and close collaboration with the Directorate of National Security (DGSN).

Original communities as defined were Beni Makada and Bir Chifae in Tangier and Jamaa Mezouak in Tetouan. Within those communities, COPA and the DGSN identified neighborhoods that were the specific focus of all program activities – Bendibane (Beni Makada); Sania (Bir Chifae); and Ezzahara (Beni Makada) and Jamaa Mezouak/Samsa (Jamaa Mezouak).

COPA requested and received a no-cost extension in 2018 and subsequently a cost extension in October of the same year. Subsequent to the cost extension, the original program target locations remained the same and two additional areas were added – Taboula in the 5th Arrondissement of Tetouan and Al Hoceima.¹ In Tangier, COPA also expanded to include Al Majd, a neighborhood adjoining Ezzahara in the Beni Makada community.

As part of increasing citizen policing in governance, COPA worked with the DGSN as well as community leaders and community based associations (CBAs) to customize a community-oriented policing approach that would encourage citizens to play a more active role in assuring local security and more fully develop the nascent approach of the DGSN intended to move beyond a traditional approach to policing.

COPA's theory of change was as follows:

Establishing and strengthening trust between police and target communities in Tangier and Tetouan, and jointly building innovative security interventions, will enhance neighborhood security in target neighborhoods, and contribute to strengthened citizen-police relationship and a safer environment in target areas.

From the outset, COPA viewed development of trust between partners as both *the* key ingredient for change and a desired project outcome. COPA brought police and residents into controlled settings, facilitated dialogue and discussion and worked with partners to plan and carry out actions based on their priorities.

COPA got off to a slow start due to an unanticipated turnover of project personnel during the first six months of the program. This problem was compounded by a changeover in police leadership in the Prefecture of Tangier and the difficulty of verifying association capacity to manage grants under contract. Nevertheless, the program used the time to

¹ DGSN later requested that COPA continue to prioritize communities in Tangier and Tetouan rather than engaging in Al Hoceima.

develop relationships with local associations and Tetouan police that proved to be important to success in later years.

By the second quarter of 2015, COPA team had begun assessment of potential local partners in earnest. Civil society candidates were drawn from associations working with FORSATY (Favorable Opportunities to Reinforce Self-Advancement for Today's Youth). The team met with leadership of a number of CBAs in Tangier and Tetouan in order to understand organizational capacity and interest in working with COPA to implement a community-oriented policing program.²



Photo 1: A group of Tangier high school students stands with the Prefect of Tangier and several area police commanders during the DGSN Exposition; Tangier, 3 October 2019.

II. Challenges Encountered

COPA encountered and overcame a number of challenges during implementation of the program. The holding of local elections in the fall of 2016 provoked a six-month freeze in activities between police and associations during the three preceding and the three months following the elections.

Other challenges encountered yearly, included conducting activities during summer holidays, especially with royal visits to the north and related operational priorities of the police; summer holidays of association leadership and core team members; and political affiliations of some association leaders.

III. Results and Achievements, 2015 – 2020

COPA pilot program produced a number of important results during its five-year implementing period. These results were quantitative and are presented in the corresponding sections below. Qualitative results, also measured by the program, were

² COPA integrated key informant interview statements and focus group discussion statements into baseline for Indicator 1 together with USAID survey data from a mid-point evaluation of the FORSATY program conducted in 2014.

largely incorporated into Indicator 1, “Changes of Perception of Trust between Police and Community,” and measured by virtue of Most Significant Change accounts and focus group discussions. (See also indicator results in Tables 9 and 10.)

A. Trust Developed between Citizens and the Police

COPA’s strategic approach for developing trust between citizens and the police relied on dialogue, communication, development of a shared vision and the on-going facilitation of opportunities for collaboration between partners. In order to understand how far the program succeeded in bringing partners, it is important to remember that following the constitutional and legal changes that opened avenues for citizen participation in governance in the period immediately after the Arab Spring of 2011, a number of obstacles remained. Greater citizen participation in governance was still an objective that would require public engagement and time. Meaningful participation by civil society and citizens could not be achieved in an environment where NGOs and community-based associations lacked the capacity to deliver social services in their mandates due to weak internal structures, administration and financial management.

1. Community Assessment and Consultation

COPA began consultations with CBAs as early as the first quarter of 2015, but did not undertake association assessments until the beginning in July of that year. Initial CBAs with which consultations were held included the National Union of Moroccan Women/Jamaa Mezouak (UNFM/JM, Tetouan), Chifae Association for Development, National Union of Moroccan Women/Beni Makada (UNFM/BM, Tangier) and Hay Benkirane Association (Tangier). These associations were chosen because of their status as beneficiaries to USAID’s FORSATY program.

Following the summer of 2015 meetings, COPA team carried out CBA and NBA (Neighborhood-based Association) organizational capacity assessments through April of the following year. During this time and afterwards, the team also facilitated well-attended community meetings of residents and association members. In these meetings, COPA team presented an overview of the program, described project objectives and facilitated conversation among participants regarding security and safety concerns in the neighborhood.

Table 1: Community/Neighborhood Area Assessed

TANGIER	TETOUAN
Bir Chifae	Jamaa Mezouak
Al Aouma	Boujarrah
Bendibane	Sidi Barrouri
Hay Benkirane	
Mars	
Al Majd	
Haoumat Hadda	
Ezzahara	

COPA team members held focus groups of resident sub-groups, such as Ultra supporters and women workers and members of small unaffiliated neighborhood associations and also conducted interviews of area residents and CBA leadership and membership.³

COPA team also met with representatives from the FORSATY program, local authorities and the DGSN in order to ensure that COPA program implementation would be as complementary as possible. The team listened to officials express misgivings, share perceptions and indicate possible avenues for collaboration. To the extent possible these considerations were all incorporated into COPA's first workplan and Monitoring, Learning and Evaluation Plan (MELP).

By early 2016, COPA had held 36 community meetings attended by over 250 residents of future programming locations, a majority of those participants being women. (See also Table 2, Formed Core Teams on page 10.) During the workshops, COPA team members gave presentations on community-oriented policing and prompted participants to talk about crime and safety in their neighborhoods, in many cases for the first time. Among the participants in community consultations and discussions were members of NBAs and CBAs. This involvement of NBA and CBA members facilitated cross-pollination of basic information about both the scope and objectives of the program as well as other topics such as a role for citizens in problem solving and crime prevention. The workshops also served as a vehicle for recruitment of core team members.



Photo 2: Community consultation; Tetouan, November 2015.

2. Grant-making

COPA finalized its grant-making strategy in early 2016 and presented a plan for the engagement of CBAs in program target locations to USAID in February 2016. Upon approval,

³ Focus group reports, written transcripts of community meetings and interviews were later reviewed, analyzed and coded as part of setting COPA's baseline and later determining the delta of change. See Table 10, MELP Tables, Indicator 1 for further detail.

COPA held a call for proposals that was limited to CBAs that had been pre-screened by USAID and the DGSN. These included in the first instance UNFM/JM, UNFM/BM, Chifae Association for Development and Hay Benkirane Association.

Following the call for proposals, COPA facilitated a grants orientation workshop with responding associations in order to provide guidance on what was expected of respondents in terms of grant and cost proposal submissions and also to ensure coherence between proposals and COPA program objectives. COPA provided training to UNFM/BM, UNFM/JM and Chifae Association on preparation of a budget according to USAID regulations.

3. Creation of core teams

On a parallel track to grant-making, COPA also set out to build a mechanism at the local level that would provide a vehicle for sustaining dialogue among residents and down the road a forum wherein police and citizens could develop joint actions to improve local security and safety. The objective of the grants was to support community-oriented policing activities planned and implemented by area residents and police.

From the outset, COPA set an overarching goal to maximize project impact on and inclusion of women and youth. Together, the development of core teams and activities implemented under grants provided the vehicle by which COPA attained that goal.⁴

In the first quarter of 2016, work began on the creation of core teams in four neighborhoods – Ezzahara, Sania and Bendibane (Tangier) and Jamaa Mezouak (Tetouan). Each of these neighborhood areas were defined in consultation with USAID and the DGSN. And each neighborhood was the site of on-going interventions by USAID’s FORSATY program which maximized the potential for favorable impact in at-risk communities. The core team, or local working group, for each neighborhood was to be comprised of volunteer residents, and COPA grantee association members. In their engagement to COPA was specified that volunteers reserved the right to resign at any time and for any reason.⁵

In order to create core teams in a transparent manner, COPA formed support committees in each neighborhood. Support committees were comprised of volunteer professionals and NBA members from the area. The support committees provided a medium for communication between COPA and residents pending formation of each core team and confirmation of which CBAs would receive grants. Where problems arose, it was largely due to a misunderstanding by some NBA leaders about the qualifications associated with US government grant funding.

Prior to undertaking recruitment, interviewing and selection of residents to service on the core teams, committee members were trained by COPA on the basic concepts of community-oriented policing and volunteerism. COPA team then mentored committee members throughout the entire recruitment and approval process. Eligibility criteria for selection of core team members was set by COPA at the beginning of the program and key desirable traits included knowledge of the community, possession of a spirit of volunteerism, availability and

⁴ See, for example, Part VII Tables 9 and 10.

⁵ Attrition among core team members usually occurred between grants cycles during a lull in community activities. With the exception of the Bendibane core team where there was 99 percent turnover between the first and second grantmaking with Assadaka Center, most other core teams remained largely intact between formation and the end of the project.

good communication skills. The call to participate on core teams was sent far and wide through the neighborhoods. In order to achieve the balanced teams that later resulted, COPA did not close recruitment until each new core team demonstrated balanced representation along lines of age and gender.

Between November and December of 2015, eventual partners UNFM/BM, Chifae Association and UNFM/JM invited NBAs active in the community to attend orientation meetings, allowing participants a chance to nominate candidates to a future core team.



Photo 3: Tangier police speak to high schoolers after a community meeting and COPA's announcement of a core team in Bendibane; Tangier, May 2017.

In the case of Bendibane neighborhood, the process of setting up a support committee, enlisting members and recruiting for a future core team required several additional months pending required approvals from the program's partners. COPA's first meeting with Entraide Nationale was held in late October 2016 and COPA signed an MOU with the Regional Office of Entraide on 29 November 2016.

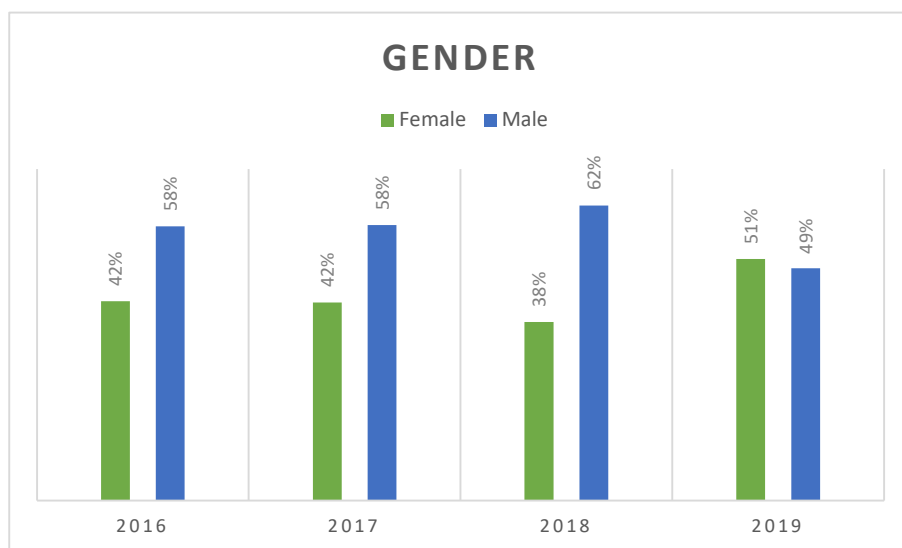
Once the authorization to proceed was obtained, COPA held discussions with Raouabit Assadaka Center in March 2016. However, community meetings to identify safety and security problems were further delayed until the third quarter of 2016 due in large part by the summer holidays and Ramadan break.

The first activity under grants held in Bendibane took place on 26 May 2017. Nearly 150 residents, 89% of them youth, attended the Bendibane Community Open House to discuss security and safety challenges in the neighborhood with police representatives from the Prefecture of Tangier.

Table 2: Formed core teams 2015 - 2017

Core Team	Resident participation in Community Meetings Prior to Formation of Core Teams			Applications Received			Confirmed Core Team Members			Date of Core Team Creation
	M	W	Total	M	W	Total	M	W	Total	
Ezzahara ⁶	30	44	74	15	10	25	5	5	10	12/04/2016
Sania	49	29	78	37	17	54	10	6	16	20/02/2016
Bendibane	31	20	51	24	14	38	5	3	8	08/09/2016
Jamaâ Mezouak	13	41	54	19	16	35	12	8	20	09/04/2016

Table 2, above, provides an overall reference to the process used by COPA to create core teams in identified program intervention areas.



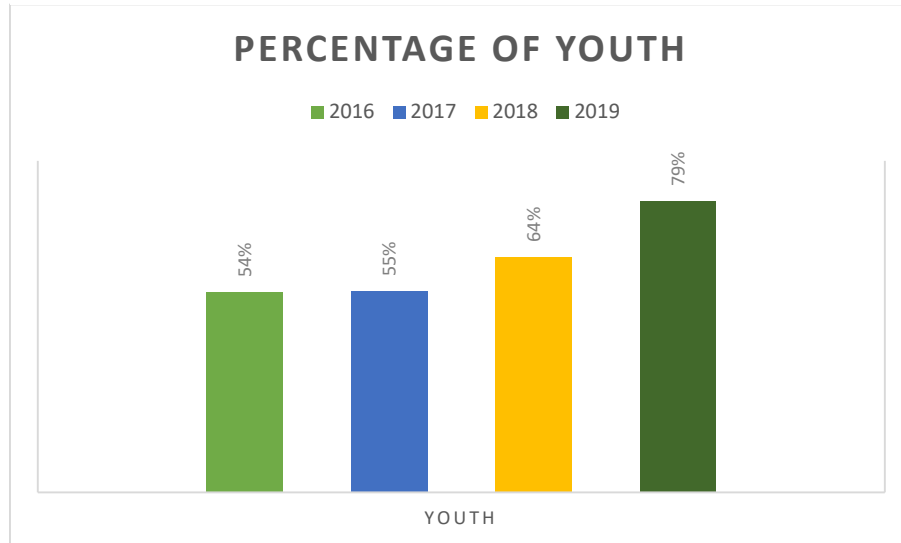
Graph 1: Overall gender composition of COPA’s four original core teams between 2016 and 2019

Graph 1 demonstrates the change in overall gender composition in the four original core teams across four years of programming. As the table shows representation by women on core teams hovered around 40 percent each year until 2019 when it exceeded 50 percent while male participation peaked in 2018 prior to the ending of the project’s base period. In real terms, women were playing a more significant role in community-oriented policing activity planning and implementation by the eve of the program.

⁶ As indicated previously in the text, the Ezzahara core team was expanded subsequent to October 2018 to include Al Majd.

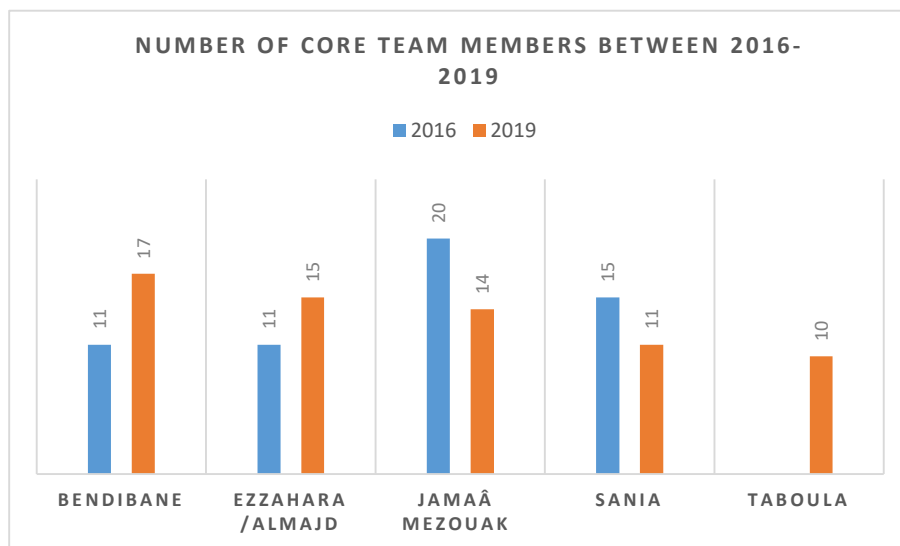
The overall percentage of youth also increased during the program’s lifetime jumping from a strong 54 percent of all core team members to nearly 80 percent by the end of the program as illustrated Graph 2.

Graph 2: Overall youth composition in all COPA core teams, 2016 – 2019



An additional consideration reflected in Graph 3 was overall core team membership. Total participation on core teams in each program target location rose by about 50 percent between 2016 and 2019, or first and final grant cycles.⁷

⁷ The outlier was Bendibane where core team participation jumped from 8 to 17, or more than 100 percent. This was provoked by a number of inter-personal factors involving Assadaka Center, one or more small neighborhood associations and core team members themselves, who resigned *en masse* shortly after conclusion of the first grant cycle.



Graph 3: Comparative Table of Core Team Membership, Overall Membership by Program Target Location

Notwithstanding the high composition of youth on core teams, COPA continued to count representation of older residents, in many cases the most active and dynamic members of their respective teams. While COPA deliberately targeted and succeeded in achieving a high level of women and youth involvement in program activities, both in terms of beneficiaries and participants, the inter-generational quality of core teams assured high rates of mobilization during community activities by both younger and older area residents. Older core team members frequently contributed to planning by virtue of their extensive life experiences and were a positive presence, especially during meetings with police officials.

In the context of preventing recruitment of youth by foreign extremist organizations, the presence of older males and females contributed to the body of understanding in the core team about how to address negative messaging and influences in the community through a network of neighbors.

4. Formation of Core Teams Post-October 2018

Beginning in October 2018, COPA expanded its geographic focus and program target locations by creating a new core team in Taboula, Tetouan and absorbing an adjoining neighborhood into the Ezzahara core team, which became the Ezzahara/Al Majd core team. During the expansion, COPA was mindful of its overarching goal of engaging women and youth both as actors and beneficiaries in the changes taking place.

The decision as to where and how to expand was based on available resources, opportunity and the interest expressed by Prefecture commands in both cities.

While the basic process for creation of the Taboula (Tetouan) core team in 2019 was largely the same as that used during the formation of 1st generation core teams, subtle differences existed and COPA’s approach was adapted in response to challenges in the operating environment.

COPA worked closely with the Prefecture of Tetouan and the commander of the 5th Arrondissement of Police to vet neighborhood-based associations. By the end of the first quarter of 2019, police and local authorities produced a list of three associations having current legal status and considered non-partisan in terms of their political leanings.

COPA held a first community meeting with police, residents and selected NBA representatives in Taboula at the end of April 2019. During the meeting, COPA team and the police presented and explained the program and the shared vision of community policing. Area residents spoke of their security preoccupations and posed questions about the work of core teams and collaboration with the police.

Following individual vetting of core team recruits by police, COPA formed its fifth core team in Taboula in October 2019. The Taboula core team, which was composed of ten neighborhood residents, was representative of both local NBAs and non-association affiliated residents.

An adapted approach was also employed in Ezzahara, Tangier, where COPA grantee UNFM/BM had successfully concluded two previous grant cycles. Together, COPA and UNFM/BM expanded the Ezzahara core team to include the Al Majd neighborhood, a large densely concentrated commercial area containing factories and evidencing high rates of under-reported violent crime such as robbery. As a result of the expansion, five women were recruited onto the core team, two of them youth.



Photo 4: Ezzahara core team reformulating its action plan together with new members from Al Majd; Tangier, 23 January 2019.

5. Core team Development

During initial workshops, COPA team and core team members developed an overall orientation for each core team, which included a short mission statement and list of objectives. Police arrondissement commanders, CBA leadership and members were frequently in attendance at core team meetings and trainings, a trend that continued throughout the life of the project.

Following core team creation, COPA worked several times a month with each core team, except during summer holidays, to develop charters and constitutions, a process that gave members a chance to become fully engaged as volunteers and to fully define objectives and the types of activities they would support to meet those objectives. COPA even worked with

the core teams in between grants cycles, a testament to the engagement of residents in program target locations and the potential durability of a core team once consolidated.⁸

One example of the degree to which core teams took their role seriously was the finalization of the Sania core team charter on March 2016 in the headquarters of Chifae Association. Once finalized, the document contained 14 articles that defined the objectives of the team and roles of members. An extract is presented here:

The Sania core team is responsible for conceiving and putting in place an action plan that favors security conditions, prevents crime and violence and improves the quality of life in the neighborhood.

The core team provides a better means by which to provide information to neighborhood residents.

The core team is an information relay between the police and neighborhood residents.

The core team constitutes a force for proposals, may submit alternatives and ask questions of local authorities and the Prefecture of Police regarding a subject or problem.

The charter also identifies the mission of the core team, geographical limits and composition of the team.

The core team is constituted by three sub-groups: the coordination team; the field team; and the resource team, which includes representatives of the police, local government, the private sector and others.

Sania was not the only core team to prepare such a document. The UNFM/JM and Jamaa Mezouak core team put together a statement of ethics as part of the team's reflection on how to best serve the community and other teams prepared and finalized similar documents which were ratified by all members and presented to residents attending subsequent community meetings.

The training and consolidation of core teams is discussed in further detail in **Part C., Increased Community Capacity to Implement Community-oriented policing.**

⁸ For purposes of the program, consolidation can be considered to be a time after the team had implemented a number of activities together and found a way to work through or address any inter-personal conflict on the team, including the replacement of inactive volunteers or volunteers who demanded payment for their efforts. A consolidated core team also demonstrated an effective working relationship with the police, COPA's CBA partner and other residents and community stakeholders, such as schools.

B. Police and Citizens Carry out Community-oriented policing activities

Through programmatic and financial support COPA partners, including the police, residents of program target locations and grantee CBAs carried out more than 100 activities during three grant cycles between 2016 and 2019. **More than 21,000 residents** either directly participated in or benefited from these activities that were planned and carried out by their neighbors and police as part of an overall drive to improve safety and security as well as the quality of life with a special focus on women and youth. Of these residents, more than **50 percent were women** and **84 percent were youth** under the age of 35. (See also Table 10, Indicator Reporting Final Totals, for further disaggregate information.)

COPA employed the SARA methodology⁹ in its work with police and core teams in order to identify, understand and plan action to address community safety and security problems. Through this methodology, core teams identified several priorities, including robbery (all Tangier core teams¹⁰), low level drug distribution and consumption, harassment of females and crime/violence in and around schools. Each team developed an action plan that was subsequently presented to and validated by police and during the course of each grants cycle, the plan was implemented, with each partner assuming identified roles.



Photo 6: Sania core team during a SARA based activity planning session; Tangier, 1 October 2018.

For police, this meant not only shifting of patrol and investigative resources in response to specific complaints but also following up on a number of other issues that emerged as a result of discussions with community members. By the end of the project, police had carried out **30 community-oriented policing actions** comprising operational responses such as closing long-standing local drug sales points and sending out patrols to cover neighborhood

⁹ SARA stands for Scanning, Analysis, Response and Assessment and is a methodology widely employed in North America as a means to bring citizens and police into collaboration while addressing safety and security problems.

¹⁰ This was likely due to the fact that robbery, especially in Tangier, has remained an intractable problem going as far back as 2003. Victimization, particularly for someone living in a precarious social or financial situation can have long-lasting financial and personal ramifications.

areas near bus stops used by women factory workers, among others; incorporation of COPA materials into DGSN communications campaigns to raise public awareness about the role of the police, desired of police recruits and the role of specialized units such as K-9 or forensics; and the facilitation of assistance by local government and other authorities to address safety issues such as inadequate signage to alert motorists of school crossings, assure that crosswalks are visible or even putting in a sidewalk so that children would not have to walk in a busy roadway. Core teams were also responsible for petitioning local government to replace burned out street lamps and in one case succeeded in convincing local government to put in street lights in a crime-prone location.

The core team role in action plan implementation was naturally different than that of the police and primarily meant informing neighbors and other residents on a number of issues, such as: the importance of making an official complaint to police if victimized; providing tips to reduce victimization; developing victim profiles and working with those groups to gather historical data related to the problem; holding public fora and inviting police and other authorities to give short presentations and field questions from community participants. In some cases, core team members even escorted victims to the police so that there was accompaniment during the making of a criminal complaint.

In addition to providing the structured vehicle by which grants were executed, associations also played a critical role in mobilizing NBAs and community members, allowing police and core teams to build dialogue and to further trust, especially in regards to issues that the community had identified as important.



Photo 7: Youth volunteers during a community clean-up activity take a break; Tangier 2017.

Throughout action plan implementation, both police and public perception, especially in program target locations, gradually evolved. Police began to expand beyond a traditional

reliance on informants for information of a public safety or security value in inner-city neighborhoods. Residents of program target locations, for their part, did not consider themselves informants merely for making a criminal complaint or meeting with police, and began to assume their responsibilities as citizens to work for a safer neighborhood with the police and other authorities. (See also Table 10, Indicator 1 reporting.)

COPA and program partners carried out **hundreds of community-oriented policing activities** during the project’s lifetime. Table 3 identifies the types of activities realized along with global resident participation during the five years of programming. For further details, please see the program’s quarterly reports.

Table 3: Noteworthy Activities and Participation in Program Target Locations

<u>CORE TEAM</u>	<u>TYPES OF ACTIVITIES</u>	<u>GLOBAL RESIDENT PARTICIPATION</u>
Ezzhara/Al Majd	Community Meetings Neighborhood Safety Outreach Public space revitalization Targeted trainings of at-risk groups Visits to Prefecture of Police Development of communications materials Coordination with police SRO for in-school prevention workshops	9,131 residents 4359 females 8,318 youth
Sania	Community Meetings Neighborhood Safety Outreach Neighborhood Cleanup Campaigns In-school Youth Clubs Visits to Prefecture of Police Targeted trainings of at-risk groups Development of communications materials Coordination with police SRO for in-school prevention workshops	5,303 residents 2,592 females 4,444 youth
Jamaa Mezouak	Community Meetings Public Information Workshops School-based Workshops Visits to Prefecture of Police Crime and Safety Mapping Exercise Development of communications materials Coordination with police SRO for in-school prevention workshops	3,776 residents 2,200 females 2,991 youth

	Refurbishment of 3 toilets in 2 schools to promote safety for girls	
Bendibane	Community Meetings Summer camp Neighborhood Cleanup Campaigns Refurbishment of Community Meeting Room Drug Use Risk Reduction and Prevention Workshops and Outreach Targeted trainings of at-risk groups Coordination with police SRO for in-school prevention workshops Talent Shows Photo Exhibition	2,772 residents 1,429 females 1,891 youth
Taboula	Community Meeting Coordination with police SRO for in-school prevention workshops	64 residents 36 females 40 youth

Despite the similarities of programming among core teams and COPA grantees, most of the teams succeeded in establishing a brand that made each unique. For example, the **Ezzahara/Al Majd core team** used theater as a means by which to conduct outreach and share information. Other core teams also used theater, but not nearly to the extent of the Ezzahara/Al Majd team. As part of its response to robbery, the team also developed a relationship with several area factory owners and managers and leveraged that relationship to reach out to workers and provide tips on how to avoid being a robbery victim and also what to do if victimization occurred.

The **Sania core team** not only prioritized work in schools, but worked with Chifae Association members to set up school clubs in two middle schools, Hassan Ibn Tabith and Moulay Youssef, and during the 2018 and 2019 school years, held club meetings and organized activities for the youth relying primarily on a backbone of volunteers. Participating youth not only carried out activities in their schools, but also participating in external activities, including a community meeting with police.

The **Jamaa Mezouak core team** and grantee UNFM/JM held a number of public information workshops attended by parents and older youth from the community to encourage dialogue with police commanders, who served as speakers, on a range of delicate and rarely talked about problems such as harassment of girls and women on line (virtual extortion) based on their choice of dress or use of a *hijab*. UNFM/JM and the core team were also the only partners to carry out a full community crime and safety mapping exercise on the street with the police.

Although the expanded core team of Ezzahara/AI Majd succeeded in carrying out a full cycle of programming through COPA's grant support to UNFM/BM, COPA was unable to develop grant assistance in Taboula as creation and training of the core team took longer than expected and by the time that the core team had completed SARA training and developed a mini-action plan, COPA was entering project close-out.

Notwithstanding this obstacle, the **Taboula core team's** action plan emphasized drug risk reduction in two area schools that were also prioritized by the 5th Arrondissement.¹¹ Over a two month period between training and close-out, core team members talked about their work with the police among neighbors and several sexual assault cases involving adults and minors surfaced. COPA team worked with core team members to encourage criminal complaint making to the police in those cases.

C. Increased Capacity to Implement Community-oriented Policing

In order to increase capacity of persons and groups in program target areas, COPA identified prospective associations to manage grants that would provide the mechanism by which many program activities with core teams were to be financed.

However, some time was required to prepare potentially qualified associations for the process of grant administration along the lines envisioned by the program.

In late 2015, COPA organized a two-day workshop for all identified CBAs that were eligible to receive grant assistance in program target locations. The workshop enabled potential grant recipients to ask questions about the program and receive technical support in developing a concept paper. The workshop also served as a platform for the exchange of information and ideas among representatives from the different neighborhoods in Tangier and Tetouan. COPA presented an overview of the program and conducted an organizational capacity assessment of the associations prior to providing guidance on standards and expectations for the preparation of concept notes as preparatory for making a grant application.

¹¹ The commander of the 5th Arrondissement of Police is also the Prefecture of Tetouan's SRO and his participation in creation of the core team's action plan was key to the selection and prioritization of two middle schools, 6 Novembre and Abid Aljabiri.



Photo 8: Launch of COPA grants' program's with USAID's Mission Director, the Prefect of Tangier police and the president of Chifae Association; Tangier, 2 June 2016.

All proposals submitted by prospective associations underwent two levels of review – first, COPA screened the proposals and then submitted the cost and technical proposals from associations to USAID for approval. COPA also requested vetting and security clearances of all prospective partner organizations. Three associations were approved by USAID in 2016 – Chifae Association for Development, UNFM/JM and UNFM/BM.

Subsequent to receiving approvals to proceed with the grants, COPA held a grants launch ceremony on 2 June 2016 that was attended by USAID and the DGSN's Prefect of Tangier Police, all told 150 people.

COPA provided on-going monitoring of grants activities and mentoring of association partners throughout the project lifetime. In the early months following the launch ceremony, COPA team met with association board members and principal staff to

- Review the main contract requirements and provide guidance regarding observance of USAID regulations and the importance of compliance
- Explain USAID procurement procedures and discuss financial control procedures
- Distribute a Grant Management Guide to partner associations containing guidance on compliance, procurement regulations and process, technical and financial management, grants close down, inventory management and VAT procedures.

1. Training and Skills Development of Community Partners

Subsequent to the formation of core teams, which is presented in Part IV, Section A above, COPA developed and deployed training modules that targeted capacity building of each core team and its members.¹² COPA project officers used an adult education methodology in order to reach core team members having very little formal education or who were illiterate.

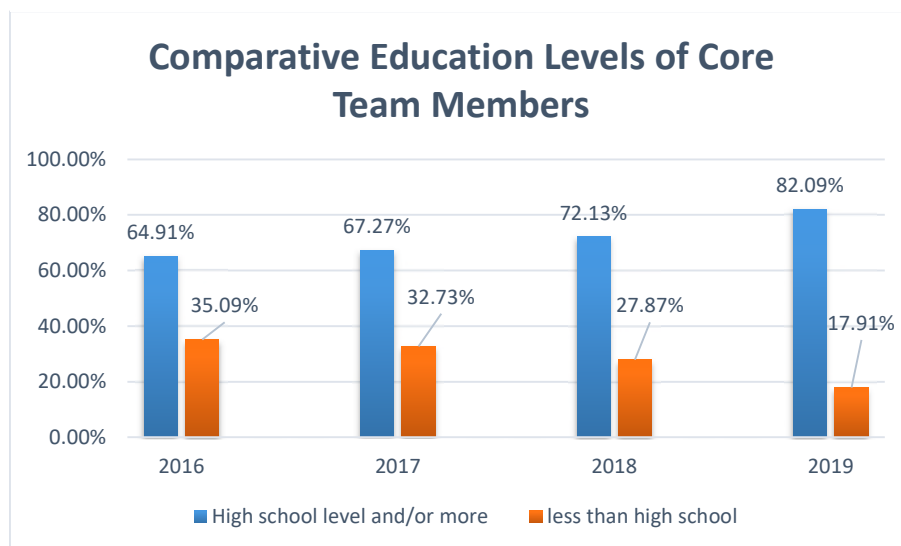
¹² With the exception of the Bendibane core team formed in late May 2016, the other three core teams from Tangier and Tetouan were in place by mid-April.

A significant and enduring challenge throughout the program was the different levels of education among core team members.

While the percentage of those members having less than a high school education changed from 35% to 18% between initial formation and 2019, the relative level of persons having only basic literacy and no formal education hovered around 5 percent during the entire program with only one core team member fitting this profile leaving the team due to health problems.

This presented a challenge in training given the significantly different levels of formal training and education within each team, but a challenge that COPA met by maximizing hands on activities in workshops and minimizing curricula-based presentations. In doing so, COPA training was able to reach not only those participants having a high school level and above educational background but also those whose background was either in informal basic literacy training or primary school level.

Graph 4: Education Level of Core Team Members as of 2019



2. Consultative Process and Development of Police Assistance Programming

During the timeframe between community meetings and the formation of core teams in program target neighborhoods, COPA's relationship with the DGSN began to strengthen. Over more than a six-month period, between mid-2015 and early 2016, COPA team and police commands in Tangier and Tetouan discussed the integration of efforts in program target locations with DGSN security priorities, the resources that would be available for eventual collaborative actions with citizens and steps that might be taken to improve public perception of the police.

COPA held on-going and frequent discussions with police decision-makers in Tangier and Tetouan regarding existing strategies that impacted public perception of the police. The importance of perception is not simply one of challenging mindsets of citizens who hate, fear

or dislike the police (or other authorities). Simply put, if citizens feel negatively towards their police it is unlikely that they will communicate with them, make criminal complaints or be willing to work with them to improve neighborhood safety and security.

Thematic discussions held by COPA with police commanders in Tangier and Tetouan as part of developing assistance that began in 2017 is presented in Table 4.

Table 4; High Level Thematic Discussions

<u>Topic</u>	<u>Participants</u>
<i>Community-oriented Policing</i>	District and Specialized Unit Commanders (Tetouan)
<i>Crowd and Critical Incident Situations</i>	District and Arrondissement Commanders; Specialized Unit Commanders (Tangier)
	District Commander (Tetouan)
<i>Crime Information Collection Strategies</i>	Arrondissement and Unit Commanders (Tangier)
	District Commander (Tetouan)
<i>Operational Planning & Deployment</i>	Arrondissement Commanders (Tetouan)

Through these discussions and subsequent analysis, COPA pinpointed a number of hot button issues that were feeding negative perceptions of police, including: police handling of crowd control situations and at times using what was perceived by some citizens to be excessive force; lack of police presence in popular neighborhoods¹³; unavailability of police after office hours when crime control and police response shifts to district headquarters; police non-responsiveness to citizen complaints; on-going violent crime, particularly robbery, in Tangier and no apparent coordinated or sustained effort to address recurring problems (such as robbery) that make people fearful.

On the basis of that analysis, COPA prepared an on-going in-service training program for police commanders in Tangier and Tetouan that had as its objective the adaptation of preventative actions and response that addressed various aspects of the afore-mentioned hot button issues.

In general, COPA’s work with the police also paralleled work with core teams to increase reporting of crime, disorder and other threats to arrondissement commanders. Whereas the police component emphasized increasing the community-based approach to service delivery, the approach with core teams emphasized increasing the understanding of

¹³ This term is translated literally from *quartiers populaires* as used in local parlance to describe neighborhoods founded during an internal migration and in which no initial legal or administrative recognition of structures built on that land is given, thereby limiting the provision of basic services such as running water and electricity.

community residents in program target locations of how to play an effective role with police and other local authorities to make their neighborhoods safer and more secure.

As part of supporting COPA's strategy to eventually build capacity among partners, both the DGSN and community-based organizations, the team spent time assessing existing capacity, both in terms of organizational as well as individual skill sets, especially among leadership, which provided the building blocks for a police training and technical assistance program that ran from 2017-19¹⁴.

3. Police Training (February 2017 – December 2019)

The COPA police training and technical assistance program was designed to improve command-level skills in functional areas bearing on citizen/public perception of the DGSN and security or contributed directly to improving the relationship between citizens and police and through dialogue and effective collaboration on key community safety and security issues. The courses were designed through integration of US and international police agency best practices of known effectiveness and respective of international human rights criteria.

COPA provided three cycles of training to police commanders in Tangier and Tetouan between February 2017 and December 2019. Training cycles were interrupted by holidays, including Ramadan, royal visits and summer operational priorities on the part of the police.

Two program indicators corresponded with police training during the project's lifetime. Indicator B tracked the number of police trained and Indicator 8 the development of skills based on end of module assessments. (See indicator reporting in Tables 9 and 10.)

Across the project lifetime, COPA delivered the following trainings to Tangier and Tetouan commanders:

- Community Policing and the SARA Methodology
- Protection of Rights and Public Safety
- Patrol Organization and Productivity
- Responding to Women Victims of Violence, I
- Responding to Women Victims of Violence II

All told, **training represented more than 150 hours of time spent with police** in further development of key competencies.

COPA police training was provided using an adult education methodology. Participating commanders displayed a high level of initial preparation and substantial range of both operational and management experiences. This contributed to the ability of participants to grasp key concepts and to quickly develop an understanding of potential impact (pro or contra) vis-à-vis the on-going development of a Moroccan model for community-oriented policing as consistent with the Minister of Interior and DGSN Director's priorities for the modernization of the DGSN.

¹⁴ COPA submitted names and other required demographic information of police unit commanders to the US Embassy for Leahy vetting on a yearly basis. Training was originally planned to commence in 2016, but this was delayed due to change of police leadership in Tangier and the unavailability of commanders to participate due to operational priorities.

Carried out in parallel to the execution of core team action plans, training provided a medium to discuss community priorities as identified in action plans and adaptations to operational responses that would help to address those priorities.

As part of each course, participants were given study materials both for use during workshops and to develop their professional libraries. Prefectoral command in each city was also provided with materials used during the workshops and a yearly report was provided to DGSN-Rabat.

In addition to refining key command skills sets among participants, work with the police was useful in terms of balancing an understanding of security priorities with perceptions of residents from program target locations.

As DGSN expanded community policing operationally, there were a number of results in the field. These included: 1) coordination between specialized and patrol units in Tangier for the dismantling of a drug distribution network that had long plagued a program target neighborhood and contributed to a high level of armed robbery of women factory workers; 2) targeted patrols around bus stops especially in the early morning or late evening hours in order to reduce robbery of women factory workers; 3) targeted patrols around schools in one neighborhood demonstrating high levels of street level drug distribution and assault; 4) police coordination with local authorities resulting in a sidewalk around one local school where none had existed previously, thereby giving primary school children a safe place to walk; 5) an increase in the number of complaints filed in the arrondissement of a program target neighborhood historically opposed to police and other authorities.

4. Police Technical Assistance and Mentoring (February 2017 – December 2019)

COPA provided on-going technical assistance, coaching and mentoring to approved commanders in Tangier and Tetouan from January 2017 through December 2019. Assistance covered a variety of topics that were identified in collaboration with the DGSN.

COPA technical assistance to police covered a range of subject areas including coaching on how to handle entrenched criminal elements in the community that were also seeking to become involved in a parent-teacher association, to patrol techniques given current resource levels, to use of composite teams made up of police personnel from different units to tackle more complex threats, and the development of communications approaches and tools. Technical assistance needs frequently, but not always, were defined during training sessions.

COPA helped the commander of the 8th Arrondissement of Tetouan prepare a summative presentation of his experiences working with UNFM/JM and area residents to put community policing in place in Jamaa Mezouak. The presentation, delivered on 5 April 2018, was given to the Prefect of Tetouan Police and all operational and arrondissement commanders from the city.

Shortly thereafter, the Prefect of Tetouan authorized expansion of COPA to the Taboula neighborhood (5th Arrondissement of Police) during COPA's cost extension period, October 2018 – January 2020.

Between October 2018 and January 2020, COPA worked with the District and Assistant District Chiefs of Tetouan to refine the approach to identifying partner NBAs in Taboula. The working environment was complicated not only because of structured criminal activity that posed a wedge between the local population and the authorities, but also conflict between local associations for scant resources. COPA advised the commander of the 5th Arrondissement serving Taboula, who engaged local authorities to carry out background checks of NBAs and then personally interviewed a short list of associations and their leadership from the community.

Then COPA interviewed leadership from the list presented by police, eventually narrowing potential partners down to a list of three NBAs that provide services to youth, women and persons with disabilities.

On 30 April 2019, over 30 residents from identified NBAs and area residents, the commander of the 5th arrondissement police and his head of criminal investigations attended a community meeting in which COPA gave a presentation about community-oriented policing and project efforts to-date in Jamaa Mezouak and other neighborhoods. Police also addressed community members, noted several current security priorities and allowed participants to ask questions. The meeting concluded with a schedule for interviewing future core team members.

5. Core Team Development and SARA Training

During the second half of 2016, COPA provided training on the SARA problem solving methodology and action planning for community-based partners. Training for core team members took place over many weeks in Tangier and Tetouan and centered on the first three steps of the cycle – problem identification, analysis and problem response.

COPA used SARA to teach core team members and participating police commanders how to identify, analyze and develop responses to safety and security issues causing fear and harm in the neighborhood.

The first part of training covered three stages of SARA (Scanning, Analysis, Response). Through the training, participants were given an opportunity to speak about safety and security problems in their neighborhoods and then to work in small groups to analyze problem elements. Following the small group work, participants came back together in plenary with police to discuss possible actions.

By using SARA, participants began to understand the relationship between what appeared to be unconnected problems but that were in many instances connected and aggravating fear and a feeling of insecurity in the neighborhood.

Scanning

During the first phase of COPA training on the SARA methodology, participants were asked to make a laundry list of what they felt to be problems in the neighborhood causing violence or fear among residents. Police commanders from arrondissements responsible for program target neighborhoods participated in these training workshops, frequently expressing their

understanding that the concerns and problems identified by residents were also of concern to the police.

Analysis

Following the Scanning phase, COPA core team members learned how to analyze local security and safety problems through use of a problem tree that allowed participants to visualize different aspects of each problem, such as its root causes, conditions allowing the problem to thrive or grow and its effects on the community. The exercise led into a discussion on the need to prioritize which problems or issues should receive attention first given limited resources and time. Where possible, links between problems were discussed as a way of increasing understanding about the relationship between many issues – e.g.: prevalence of robbery in a neighborhood at the same time as tolerance of drug sales points.

Participants were then asked to prioritize one or two problems that were the most pressing to address as a core team and to state the logic for prioritizing one problem over another. Occasionally, participants disagreed as to priorities. When this occurred, COPA led the group through an exercise that reconciled different sides and allowed the core team to fully agree on which problem to tackle first.

This exercise taught not only how to prioritize a problem but also the importance of compromise to core team members. Team members learned that action was still possible even with minimum resources. Potential partners, including local authorities, and other stakeholders were identified and plans drafted to engage them in support of the future action plan.

Throughout the trainings, youth constituted a majority of participants.

Response

In teaching problem response, COPA introduced action planning to core teams. Over a period of weeks, COPA mentored core teams in the development of detailed activity plans that contained specific, attainable and realistic tasks to take coordinated action on managing or reducing identified problem priorities over a defined period of time. COPA’s CBA partners from program target locations also participated in planning sessions, in most cases the leadership of those associations. Arrondissement commanders were frequently present as well.

Table 5 presents the problems as identified and prioritized by each core team.

Table 5: Core Team Security Priorities

<u>Neighborhood</u>	<u>Association</u>	<u>Safety and Security Priorities</u>
Sania	Chifae Association for Development	Robbery

Ezzahara/AI Majd	UNFM – BM	Robbery
Jamâa Mezouak	UNFM – JM	Violence in and around schools Harassment of women and girls
Bendibane	Raoubit Assadaka Center	Drug use by youth

Core teams presented their action plans to city police commanders in Tangier and Tetouan. UNFM/JM and the Jamaa Mezouak core team’s presentation to Tetouan police command occurred first in March 2016. This presentation was done prior to submission of UNFM’s grant proposal to COPA and assured that upon approval the Jamaa Mezouak core team could begin implementation of activities.



Photo 9: UNFM/JM and Tetouan police commanders discuss the Jamaa Mezouak action plan; Tetouan, March 2016.

In Tangier, COPA facilitated a group presentation of core team and association partner representatives before the Prefect and his principal commanders on 16 December 2016.

In both instances, the presentations were well received by police and set the tone for future coordination and communication in carrying out activities.

The activities in the action plan are described in detail above in Part III, Section B, Police and Citizens Carry out Community-oriented Policing Activities.

Taboula-

Following formation of the core team in October 2019, COPA provided SARA training to new core team members. The team developed an action plan with assistance from the commander of the 5th Arrondissement, choosing both drug use and harassment of women and girls as the central priority.

Despite the fact that the program was scheduled to begin closing out in November, core team members prioritized a number of prevention activities to be carried out post-COPA in coordination with police and area school administration.

Resident discussions also brought another neighborhood problem to the surface – several unreported sexual assault cases during the last 12 months with both young girls and boys as victims. COPA began working with one of the core team leaders to develop further information as to alleged perpetrators and victims and facilitate police follow-up.

The process for creating the core team in Taboula offered a slight deviation from the approach used in the setting up of core teams previously. This was partially due to time constraints - the program was closing and it was not possible to engage a CBA with the profile of UNFM to co-lead the core team with COPA. Initially, COPA had considered asking UNFM/JM to engage with NBAs in Taboula, however, COPA management soon realized this to be untenable as the history of conflict between associations external to the neighborhood and those within as well as internecine rivalries in the neighborhood precluded such an arrangement.

In general, COPA chose association partners in program target locations that demonstrated one or more of the following qualities:

1. Offer social services to vulnerable groups
2. Demonstrate developed administrative capacity
3. Demonstrate developed financial administration capacity
4. Demonstrate a track record of support from USAID programs
5. Evidence a track record of support from or affiliation with national agencies – e.g. Entraide Nationale, INDH
6. Maintain active links to NBAs¹⁵

¹⁵ COPA grantee Bendibane was perhaps the weakest of all CBA partners in this regard when compared to other grantees.



Photo 10: Jamaa Mezouak Core Team Members during Team Building Training, Tetouan; 29 January 2017

6. Other Core Team Training

COPA provided on-going training to core teams and association representatives during the project's lifetime. The overall purpose of training was to develop the capacity and skills sets of participants to enable them to work more cohesively and to develop the individual abilities of core team members to communicate, cooperate and collaborate with other neighborhood groups, the police and other local authorities.

Table 6 presents the trainings provided by neighborhood and the corresponding dates.

Table 6: Core Team and Association Representative Training, 2016-2019

Training	Neighborhood	Date Provided
Most Significant Change (MSC) Training	Sania	28 July 2016
Conflict Resolution and Mediation	Jamaa Mezouak	26-27 Oct 2016
Conflict Resolution and Mediation	Bendibane and Sania	19-20 Nov 2016
Conflict Resolution and Mediation	Ezzahara	11-12 Nov 2016
Teambuilding Coaching Workshop	Jamaa Mezouak	28-29 Jan 2017
Teambuilding Coaching Workshop	Bendibane and Sania	21-22 Jan 2017
Teambuilding Coaching Workshop	Ezzahara and Al Majd	4-5 Feb 2017
Training Workshop on Active Listening Techniques and the Most Significant Change	Bendibane	21 Apr 2017
Training on Drug Use Risk and Addiction Prevention	Jamaa Mezouak	12 Apr 2017
Career Center Employment and Life skills Training	All program areas	17-23 Sep 2018
Consensus & Team-building Workshop	Sania	7-8 April 2018
Consensus & Team-building Workshop	Bendibane	14-15 April 2018
Consensus & Team-building Workshop	Jamaa Mezouak	21-22 Apr 2018
Consensus & Team-building Workshop	Ezzahara and Al Majd	28-29 Apr 2018
Organizational Development Training and Work Planning	All program areas	4-6 May 2018

Workshop on Teambuilding and Exchange	All program areas	25 May 2019
Training on Drug Use Risk and Addiction Prevention	Bendibane	14 June 2019
Monitoring and Evaluation Workshop for Al Majd and Ezzahara Core Team	EZZAHARA/Majd	28 Sep 2019

In total, more than 500 community leaders from program target locations benefitted from training during COPA’s lifetime. Of this number, 68 percent were youth and 46% were women.

7. Core Team Sustainability – or call it counterpart sustainability to implement community-oriented policing

COPA remained a pilot program throughout its five-year lifetime. This allowed the team to pursue unique opportunities that frequently differed between program target locations even if the overall program approach was similar.

Where there was a difference among program target locations that may be attributed to one or more of the following elements:

- a. Differences in relationship with Arrondissement or Prefectoral command
- b. Differences in relationship with local authorities
- c. Differences in relationship with NBAs
- d. Differences in relationship with outcomes of action plans

Differences in relationship with Arrondissement or Prefectoral command

From the outset, it was clear that the relationship between association partners and the Prefectures of Tangier and Tetouan would differ. Tangier police leadership, under scrutiny from central command in Rabat, experienced a turnover in leadership that was not resolved until nearly the end of the second year of programming by which point COPA partners in Tangier had already presented applications for grants that had, in turn, been approved. COPA core teams were in place in nearly all communities.

In Tetouan, where there was no changeover in police leadership, commanders were authorized early on to provide guidance as to where to prioritize efforts. The Prefecture affirmed support for UNFM/JM’s role in working with COPA and Jamaa Mezouak residents to carry out community-oriented policing activities.

Different history of the associations

By far, the most complicated relationships between police and COPA partner associations was due to political involvement of association leadership. DGSN, as many professional police forces around the world, is a politically neutral body, careful of lending any impression of partiality based on political affiliation. In 2017, COPA and DGSN agreed to a 3 month freeze on either side of local elections. During this time, police did not participate in any association activities being carried out, despite the fact that none of those activities were either political in nature or implemented for political benefit.

But the differences between program target locations cannot be summarized strictly in terms of the relationship between Prefectures of Police and associations. Another major

difference can be found in the nature and extent of the relationship between each core team and the partner association financed by COPA through a program grant.

COPA noted significant challenges to developing this relationship during the course of the program.

Box 1: Excerpt from COPA Year 2, Quarter 4 Report, January 31 2017.

Challenge: In its work with neighborhood residents, associations and institutional partners, COPA has found that a tension sometimes exists between associations and area neighborhoods where the associations operate. At times, this may be due to negative perceptions by some members of the community of some key figures of an association or simply inter-personal conflict. At other times, such tension may be due to different political allegiances.....[or] from the association's perspective the core team may even appear to be a competitor for donor resources or community allegiance.

In all of the community areas where COPA operates, conflict between individuals or groups demands a well-thought out response that seeks the common good, is of benefit to the community and isolates/reduces sectarianism. COPA addresses this issue in the following ways:

- By promoting clear communication between the project and partners as to roles
- By providing training and technical assistance that help partners to fully assume roles and coordinate with others
- By facilitating activities that demonstrate the importance of the role played by each partner and together
- Through extensive discussions with a wide array of actors at both inter and intra community levels so as to understand historical and socio-cultural factors that may be at play
- Through facilitated group interaction wherein multiple partners are provided an opportunity to discuss and react to hot-button issues

To a large extent the tensions noted above had dissipated by the end of the program. With the exception of the Bendibane core team and Assadaka Center, core teams and grantees had gone through three grant cycles together and the associated planning and implementation periods.

In addition to its work in the program target locations, COPA also facilitated opportunities for core teams and associations to learn from each other during joint working sessions as well as partner summits. All core teams, leadership from grantee associations as well as the Regional Coordinator of Entraide Nationale participated in two summits that were held from 4 – 6 May 2018 and on 25 May 2019. The summits provided an opportunity to discuss and reflect on experiences and included break-out workshops with a facilitator who coached participants on communications and teambuilding. In the 2018 summit, the president of Chifae Association also gave a special presentation on the importance that each core should place on formalizing its structure so as to be able to continue to carry out its mission after the end of the program.

Following the presentation, COPA's community-based partners participated in facilitated discussions and exercises to help them plan for the future of each core team, including identifying the actions that each will need to take in order to formalize into a neighborhood

association, club or other entity, such as a committee within a larger CBA. Nearly 60 people participated in the three-day event.

By the end of 2019, COPA’s original core teams in each program target neighborhood had made a decision about their futures. (See Table 7).

Table 7: Future Constitution of COPA Core Teams by Program Target Location

Name/Location of Core Team	City Where Located	Year Established	Future Constitution
Sania	Tangier	2016	Will be kept integrated as a core team under umbrella of Chifae Association for Development
Ezzahara/Al Majd ¹⁶	Tangier	2016/18	Remaining under auspices of UNFM/JM
Bendibane	Tangier	2016	Hoping to form quasi-official committee or other type of independent umbrella organization for NBAs
Jamaa Mezouak/Samsa	Tetouan	2016	Remaining under auspices of UNFM/JM
Taboula	Tetouan	2019	N/A



Photo 11: COPA core team members from Tangier and Tetouan discuss future plans; Tetouan, May 2018.

¹⁶ Two dates are listed by virtue of the expansion of the team to include Al Majd residents in 2018.

8. Sustainability of a Community-oriented Approach in the Context of DGSN Strategy

Throughout the program, COPA worked with the DGSN to examine and dissect approaches to problems bearing on community security, public order and safety employed by the police of other countries. The goal of the presentations and discussions that took place around these problems was to build understanding at a command level of the nuances to those approaches that might be useful as the DGSN went about developing its own model of community-oriented policing.

Two changes made in terms of day-to-day police operations that augur well for the sustainability of community-oriented policing in Morocco were the designation of patrol units to assure safety of school children at opening and closing times as well as the deployment of foot, motorcycle and vehicle patrols within designated city sectors of Tangier.

Previously, police seldom conducted patrols during daylight hours and when they were conducted, they frequently were made as part of an on-going investigation or case follow-up as opposed to crime prevention.

The emphasis on patrols near schools is also to be lauded, especially in low patrol areas such as inner-city communities that suffer from high levels of unreported, violent crime and drug distribution.

Anecdotally, commanders in program target locations reported increased complaints in all types of cases ranging from civil/domestic disputes to more serious cases, such as armed robbery and recruitment of youth into foreign extremist organizations.



Photo 12: USAID’s Mission Director poses with the President of UNFM/JM, members of the Jamaa Mezouak core team and youth in attendance at the DGSN’s Open House Exhibition; Tangier, 2 October 2019.

IV. Communications

COPA developed a number of communications materials during the project’s lifetime. These were used to support work with the police, association partners during community events, activities in schools and core team meetings with residents of program target locations. Material content was informative in nature and preventative in purpose.

Table 8 presents the communications materials developed by type and content during the course of the project lifetime.

Table 8: Communications Materials Developed by COPA

<u>Format</u>	<u>Content</u>	<u>Type of Activity</u>
Display Boards	Positive behaviors for youth in school environment	Police and core team led in-school activities
Bi-fold Brochures	Positive behaviors for youth in school environment	Police and core team led in-school activities
Bi-fold Brochures	Robbery prevention Complaint making to police Points of contact for assistance	Community outreach Community meetings Crime prevention campaigns
Leaflets	Volunteerism and being an active citizen	Community outreach Community meetings
Bi-fold Brochures	Introduction of the core team concept	Community meetings Outreach campaigns
Bi-fold Brochures	Drug Risk awareness and prevention	Meetings with parents In-school activities Community prevention workshops
Leaflets Tri-fold Brochures	Community-oriented policing and the COPA program	Community meeting Outreach campaigns Coordination meetings with potential partners
Information Booklets	Information, prevention tips and contact information for community residents	Workshops with parents In-school activities Community prevention workshops

COPA also supported the Prefecture of Tangier's National Open House Event from 2 -6 October 2019. Through grants assistance to partner organizations, UNFM/BM, UNFM/JM and Chifae Association, thousands of youth from program target locations were transported to the exhibition hall and given an opportunity to speak to police from different units and services, watch live demonstrations and pose for pictures alongside of the Prefect and his top commanders.

V. Other Program Relationships

COPA developed several important relationships beyond that with its primary institutional partner, the DGSN. These included, Entraide Nationale, Provincial Education Delegations in Tangier and Tetouan, Drug Addiction Treatment Centers of Tangier and Tetouan, the Regional Health Delegation, the Ministry of Youth and Sport and the Civil Protection Agency.

These partnerships supported COPA's neighborhood activities, including prevention programming and training on the subject of drug use and abuse, in-school prevention and outreach programming, visits to Prefectures of Police and summer camps.

Based on a request from the Provincial Education Delegation of Tetouan, COPA delivered a workshop to 20 principals from Tetouan on 25 April 2019. The theme of the workshop was safe school program approaches, international best practices and collaboration with the police in working with young people.

COPA also provided training in 2018 to 18 social workers from Entraide Nationale on the SARA methodology.

COPA core team members benefitted from free training in employment readiness provided by the USAID-funded Career Center program and English language classes provided by the American Language Centers of Tangier and Tetouan.

VI. Lessons Learned

Lessons learned during program implementation are generally incorporated into the text of the previous sections where relevant. COPA management practiced dynamic decision-making and made shifts in approach and activity implementation on the basis of difficulties or challenges encountered and for the good of the program and program beneficiaries.

The following is a concise list of major lessons learned:

- Trust takes time – in the Northern Region of Morocco, but likely in other communities as well, there is no such thing as a one size fits all solution to citizen participation in governance, particularly when it comes to local security
- Purposeful planning – implementation – evaluation – planning and so on as a cycle is a proven way to develop and structure interventions in a community; all the more so since many problems that affect community security demand sustained action over a period of time
- Not every activity must be successful in order for partners to learn from their efforts

- An effective basis for sustained action is one that is broad-based – community security depends on each actor playing its role. If one side does not perform or is unable to carry out its role, security will suffer
- Program partners must maintain maximum flexibility during scheduling of activities
- Skills-building is confidence-building – especially when working with volunteers, it is critical to promote opportunities for self-development and to learn while doing

VII. Monitoring, Evaluation and Learning

The following two sections consist of MELP reporting for the final quarter and final year of the program (Table 9) and the final project totals (Table 10) for all indicators.

COPA relied on several methodologies in order to collect qualitative data over the project's lifetime. These included interviews, organized and structured discussions, focus group discussions and Most Significant Change. Other standard collection methods, such as participant lists, were used to collect quantitative data.

Throughout the project's lifetime, COPA presented data on a quarterly basis with the exception of Indicator 1 which was reported ad hoc. Findings in regards to Indicator 1 should be considered preliminary as COPA worked with a small sample size in target neighborhoods. In order to arrive at the final value presented in Table 10, COPA analyzed and coded all comments that could be correlated with either some level of confidence or some level of mistrust in the police, including neutral comments. Only comments from persons in program intervention areas were included in the data set.

As indicated in COPA's MELP, baseline was drawn from FORSATY's Neighborhood Assessment Report on the basis of data gathering in 2014. In Indicator 1, for example, the baseline set for was 94.5% of persons survey un-engaged and 57.1% distrust. These values were arrived at by determining the percentage of negative versus positive impressions of police from that report and should be viewed as indicative of perception trends in neighborhoods where COPA would later operate.¹⁷

COPA's end line evaluation carried out in program target neighborhoods, relied on MSCs and focus groups conducted between 2018 and 2019. The final result showed an improvement in the level of distrust from 57.1% to 48.4%. Youth constituted 55% of all respondents (MSCs narrators and focus group discussants) and females constituted 57% of all respondents.(See Table 10.)

¹⁷ Values as established should not be taken as scientifically valid, but rather as a best effort to understand public perceptions vis-à-vis the police prior to the launch of the project.

Table 9: Year V Final Indicator Results

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals	Year 5 Total
1.Changes in perception of trust between police and community	<p>Data Source: MSCs Focus Groups</p> <p>Collection Method: COPA will use focus group sessions with core team members and invited community residents to gather perception related data as part of corroborating MSC narratives' relationship to changes in perception.</p> <p>Analysis: The data will be used to assess project impact in terms of change in perception on the part of citizens, youth and police for target areas with control for non-project impact areas.</p> <p>MSC story collection and selection will complement the monitoring and assessment of trust-related outcomes and be further corroborated by focus groups of core team members.</p> <p>Disaggregation: Location, Gender, Age Note: targets are not cumulative</p>	57.1% (distrust)	30% and 70%	Reported yearly	Reported in Table 10

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals					Year 5 Total						
				Location	Sub- total disaggregated by Gender		Sub- Total	Sub- total disaggregated by Age		Location	Sub- total disaggregated by Gender		Sub- Total	Sub- total disaggregated by Age	
					Male	Female		- 35	+35		Male	Femal e		-35	+35
A. Number of participants in COPA programming and activities [CROSS-CUTTING INDICATOR]	Data Source: COPA participant lists; partner association participant lists Collection Method: Data will be collected on individuals affected by COPA activities. Associations will be briefed about the importance of data collection for measurement, and will be mentored to keep rigorous records of beneficiaries Analysis: Data will be collected on individuals affected by COPA activities. Associations will be briefed about the importance of data collection for measurement and will be mentored to keep rigorous records of beneficiaries. Disaggregation: Data will be desegregated by gender and age to assess project’s reach to the communities targeted and reorient in case of obvious imbalances.	0	5000												
				Ezzahara/Al Majd	762	530	1292	1242	50	Ezzahara/Al Majd	1180	997	2177	2047	130
				Jamaâ Mezouak	169	157	326	294	32	Jamaâ Mezouak	691	891	1582	1406	176
				Bir Chifae/Sania	335	391	726	697	29	Bir Chifae/Sania	6205	730	1350	1200	150
				Bendibane	303	249	552	525	27	Bendibane	458	477	935	830	105
				Taboula	13	18	31	20	11	Taboula	28	36	64	40	24
				Total participants in COPA programming and activities	2927					Total participants in COPA programming and activities	6108				

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals		Year 5 Total	
				Target Neighborhood	Number of Community Meetings	Target Neighborhood	Number of Community Meetings
2. # of community meetings to discuss safety and security issues	<p>Data Source: Meeting agendas & Participant Lists</p> <p>Collection Method: Data will be collected regularly, compiled on a monthly basis, processed internally, and reported yearly.</p> <p>Analysis: The data will be used to assess the improvement in understanding of COP concepts and principles, and how this understanding is used in mobilizing communities at the neighborhood level to tackle safety and security issues</p> <p>Disaggregated: by target location</p>		95	Ezzahara/Al Majd	1	Ezzahara/Al Majd	4
				Jamaa Mezouak	2	Jamaa Mezouak	10
				Bir Chifae/Sania	-	Bir Chifae/Sania	8
				Bendibane	4	Bendibane	10
				Taboula	-	Taboula	1
				Total	7	Total	33
3. Core teams implement Scanning stage of SARA ¹⁸ problem solving process at the neighborhood level	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method:</p>	0	5	Location	Stage of Completion	Location	Stage of Completion
				El Aouama/ Ezzahara		Ezzahara/Al Majd	1 (completed)

¹⁸ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems. See more at: <http://www.ncjp.org/index.php?q=strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals		Year 5 Total	
via a COP activity [Milestone]	<p>Community Project Officer will ensure collection of participant lists, and activity reports. Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation: Disaggregating by location and stage of completion of SARA process.</p> <p>Note: targets are not cumulative</p>			Jamaâ Mezouak		Jamaa Mezouak	1 (completed)
				Bir Chifae/Sania		Bir Chifae/Sania	1 (completed)
				Bendibane		Bendibane	1 (completed)
				Taboula	1 (completed)	Taboula	1 (completed)
4. Core teams implement Analysis stage of SARA ¹⁹ problem solving process at the neighborhood level via a COP activity [Milestone]	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method: COP advisor will ensure collection of participant lists, and activity reports. Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in</p>	0	5	Location	Stage of Completion	Location	Stage of Completion
				Ezzhara/Al Majd		Ezzahara/Al Majd	1 (completed)
				Jamaâ Mezouak		Jamaa Mezouak	1 (completed)
				Bir Chifae/Sania		Bir Chifae/Sania	1 (completed)
				Bendibane		Bendibane	1 (completed)
				Taboula	1 (on-going)	Taboula	1 (on-going)

¹⁹ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems. See more at: <http://www.ncjp.org/index.php?q=strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals		Year 5 Total	
	<p>training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation: Disaggregating by location and stage of completion of SARA process.</p> <p>Note: targets are not cumulative</p>						
<p>5. Core teams implement Response stage of SARA²⁰ problem solving process at the neighborhood level via a COP activity [Milestone]</p>	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method: COP advisor will ensure collection of participant lists, and activity reports Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation:</p>	0	5	Location--	Stage of Completion	Location	Stage of Completion
				Ezzahara/Al Majd	1 (completed)	Ezzahara/Al Majd	1 (completed)
				Jamaa Mezouak	1 (completed)	Jamaa Mezouak	1 (completed)
				Bir Chifae/Sania	1 (completed)	Bir Chifae/Sania	1 (completed)
				Bendibane	1 (completed)	Bendibane	1 (completed)

²⁰ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems. See more at: <http://www.ncjp.org/index.php?q=strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals		Year 5 Total	
	Disaggregating by location and stage of completion of SARA process. Note: targets are not cumulative						
6. Core teams implement Assessment stage of SARA ²¹ problem solving process at the neighborhood level via a COP activity [Milestone]	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method: COP advisor will ensure collection of participant lists, and activity reports Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity</p>	0	5	Location	Stage of Completion	Location	Stage of Completion
				Ezzahara/Al Majd	1 (completed)	Ezzahara/Al Majd	1 (completed)
				Jamaa Mezouak	1 (completed)	Jamaa Mezouak	1 (completed)
				Bir Chifae/Sania	1 (completed)	Bir Chifae/Sania	1 (completed)
				Bendibane	1 (completed)	Bendibane	1 (completed)

²¹ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems. See more at: <http://www.ncjp.org/index.php?q=strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 4 Actuals	Year 5 Total
	building needs between Tangier and Tetouan. Disaggregation: Disaggregating by location and stage of completion of SARA process. Note: targets not cumulative				
B. # of police officers trained [f;]; CROSS-CUTTING INDICATOR	Data Source: Participant lists Collection Method: Data will be collected regularly at the end of each training session. Data will be processed on a monthly basis, and reported as per the quarterly progress reports Analysis: The data will be used to quantify the reach of the training program, and estimate more closely the financial cost of the training program. Disaggregation: Disaggregating by rank, gender and location Note: targets are not cumulative	0	10	4	11

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 3 Actuals						Year 5 Total					
				Location	Male	Female	Sub/T	-35	+35						
C. # of association and community leaders trained [f; PPR]; CROSS-CUTTING INDICATOR	<p>Data Source: Participant lists</p> <p>Collection Method: Data will be collected regularly at the end of each training session. Data will be processed on a monthly basis, and reported as per the quarterly progress reports</p> <p>Analysis: The data will be used to quantify the reach of the training program, and estimate more closely the financial cost of the training program.</p> <p>Disaggregation: Disaggregating by location, gender and age</p> <p>Note: targets are not cumulative</p>	0	86 [50% women]												
				Ezzahara/Al Majd						Ezzahara/Al Majd	30	18	48	32	16
				Jamaâ Mezouak						Jamaa Mezouak	16	19	35	31	4
				Bir Chifae/Sania	35	21	56	55	1	Bir Chifae/Sania	67	55	122	102	20
				Bendibane						Bendibane	9	15	24	16	8
				Taboula	3	8	11	5	6	Taboula	3	8	11	5	6
				Total	38	29	67	60	7	Total:	125	115	240	186	54
7. # of grant activities implemented that include focus on gender and at risk youth	<p>Data Source: Plans proposed by neighborhood/association + signed grant agreements</p> <p>Collection Method: Data will be collected at the beginning of each</p>	0	25	Location	Sub-total Activities Focused on Gender	Sub-total Activities Focused on Youth	Sub-total Activities Focused on Both Youth and Gender	Location	Sub-total Activities Focused on Gender	Sub-total Activities Focused on Youth	Sub-total Activities Focused on Both Youth and Gender				
				Ezzahara/Al Majd				Ezzahara/Al Majd	2	8	1				

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 3 Actuals				Year 5 Total			
	<p>grant cycle, processed monthly and reported quarterly and yearly against set targets.</p> <p>Analysis: The data will help assess target associations' capacity to design and execute COP related activities at the neighborhood level. It will also establish figures regarding expenditures and grant budget realignment if needed. Besides, it will help establish capacity needs of associations having developed grant proposals but not submitted them, as well as capacity needs of associations whose grant proposals were rejected.</p> <p>Disaggregation: Data will be disaggregated by location, age and gender of primary target beneficiaries</p> <p>Note: targets are not cumulative</p>			Jamaa Mezouak				Jamaa Mezouak	0	5	1
				Bir Chifae/Sania				Bir Chifae/Sania	0	7	0
				Bendibane	0	4	0	Bendibane	0	5	0
				Total number of grant activities implemented focusing on gender and at-risk youth							
				Q4: 4				Year V: 29			
8. Percentage of police demonstrating increased knowledge of COP principles and techniques	<p>Data Source: Post testing of police training participants</p> <p>Collection Method: Data will be collected from participants after each training module; reported quarterly and yearly against targets</p>	0	95%	95%				97%			

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 3 Actuals	Year 5 Total
	<p>Analysis: Collected data will help measure the project's performance in training police to develop community policing related knowledge, skills and abilities measured through testing of training participants</p> <p>MSC story collection and selection will complement the monitoring and assessment of outcomes related to the demonstration of COP principles.</p> <p>Disaggregation: Data will be disaggregated by location, gender and rank.</p>				
<p>9. # of police-implemented COP pilot activities [PPR]</p>	<p>Data Source: Grants records, plans and project implementation activities created by core teams with Associations and police</p> <p>Collection Method: Data will be collected, analyzed and classified during the preparation and implementation of activities. Data will be accompanied by photos when appropriate. Data and photos will be submitted as part of quarterly and yearly reporting</p> <p>Disaggregation:</p>	<p>0</p>	<p>15</p>	<p><u>6</u></p> <p>2 (Ezzahara/Al Majd) 1 (Jamaa Mezouak) 1 (Bendibane) 1 Tangier 1 Tetouan</p>	<p><u>13</u></p> <p>2 (Ezzahara/Al Majd) 2 (Jamaa Mezouak) 1 (Taboula) 3 (Bendibane) 2 (Sania) 2 (Tangier) 1 (Tetouan)</p>

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INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Target	Quarter 3 Actuals	Year 5 Total
	Data will be disaggregated by community Known Data Issues: N/A				

Table 10: Indicator Totals for Project

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Program Final Actuals					
<p>I.Changes in perception of trust between police and community</p>	<p>Data Source: MSCs Focus Groups</p> <p>Collection Method: COPA will use focus group sessions with core team members and invited community residents to gather perception related data as part of corroborating MSC narratives' relationship to changes in perception.</p> <p>Analysis: The data will be used to assess project impact in terms of change in perception on the part of citizens, youth and police for target areas with control for non-project impact areas.</p> <p>MSC story collection and selection will complement the monitoring and assessment of trust-related outcomes and be further corroborated by focus groups of core team members.</p> <p>Disaggregation: Location, Gender, Age Note: targets are not cumulative</p>	<p>57.1% (distrust);</p>	<p>48.4% distrust</p>					
<p>A. Number of participants in COPA programming and activities [CROSS-CUTTING INDICATOR]</p>	<p>Data Source: COPA participant lists; partner association participant lists</p> <p>Collection Method: Data will be collected on individuals affected by COPA activities. Associations will be briefed about the importance of data collection for measurement, and will be mentored to keep rigorous records of beneficiaries</p> <p>Analysis: Data will be collected on individuals affected by COPA activities. Associations will be briefed about the importance of data</p>	<p>0</p>	<p>Location</p>	<p>Sub- total disaggregated by Gender</p>		<p>Sub-Total</p>	<p>Sub- total disaggregated by Age</p>	
			<p>Male</p>	<p>Female</p>			<p>- 35</p>	<p>+35</p>
			<p>Ezzahara/Al Majd</p>	<p>4772</p>	<p>4359</p>	<p>9131</p>	<p>8318</p>	<p>813</p>
			<p>Jamaâ Mezouak</p>	<p>1576</p>	<p>2200</p>	<p>3776</p>	<p>2991</p>	<p>785</p>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Program Final Actuals					
	<p>collection for measurement and will be mentored to keep rigorous records of beneficiaries.</p> <p>Disaggregation: Data will be desegregated by gender and age to assess project's reach to the communities targeted and reorient in case of obvious imbalances.</p>		Bir Chifae/Sania	2711	2592	5303	4444	859
			Bendibane	1343	1429	2772	1891	881
			Taboula	28	36	64	40	24
			Total participants in COPA programming and activities					
			21046 (10,616 F; 17,684 Y)					
2. # of community meetings to discuss safety and security issues	<p>Data Source: Meeting agendas & Participant Lists</p> <p>Collection Method: Data will be collected regularly, compiled on a monthly basis, processed internally, and reported yearly.</p> <p>Analysis: The data will be used to assess the improvement in understanding of COP concepts and principles, and how this understanding is used in mobilizing communities at the neighborhood level to tackle safety and security issues</p> <p>Disaggregated: by target location</p>		Target Neighborhood		Number of Community Meetings			
			Ezzahara/Al Majd		42			
			Jamaa Mezouak		70			
			Bir Chifae/Sania		67			
			Bendibane		46			
			Hay Benkiran		1			
			Boujarrah		3			
			Taboula		1			
			Total		230			
3. Core teams implement Scanning stage of SARA ²² problem solving process at the neighborhood level via a COP activity [Milestone]	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method:</p>	0	Location		Stage of Completion			
			El Aouama/ Ezzahara		Completed			

²² The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems.
See more at: <http://www.ncjp.org/index.php?q= strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Program Final Actuals	
	<p>Community Project Officer will ensure collection of participant lists, and activity reports Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation: Disaggregating by location and stage of completion of SARA process.</p> <p>Note: targets are not cumulative</p>		Jamaâ Mezouak	Completed
			Bir Chifae/Sania	Completed
			Bendibane	Completed
			Taboula	Completed)
		Completed (5)		
<p>4. Core teams implement Analysis stage of SARA²³ problem solving process at the neighborhood level via a COP activity [Milestone]</p>	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method: COP advisor will ensure collection of participant lists, and activity reports Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation: Disaggregating by location and stage of completion of SARA process.</p> <p>Note: targets are not cumulative</p>	0	Location	Stage of Completion
			Ezzhara/Al Majd	Completed
			Jamaâ Mezouak	Completed
			Bir Chifae/Sania	Completed
			Bendibane	Completed
			Taboula	Completed
			Completed (5)	
<p>5. Core teams implement Response stage of SARA²⁴ problem solving process at the neighborhood level via a COP activity [Milestone]</p>	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method: COP advisor will ensure collection of participant lists, and activity reports</p>	0	Location--	Stage of Completion
			Ezzahara/Al Majd	Completed
			Jamaa Mezouak	Completed

²³ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems.
See more at: <http://www.ncjp.org/index.php?q= strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

²⁴ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems.
See more at: <http://www.ncjp.org/index.php?q= strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Program Final Actuals	
	<p>Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation: Disaggregating by location and stage of completion of SARA process.</p> <p>Note: targets are not cumulative</p>		Bir Chifae/Sania	Completed
			Bendibane	Completed
			Taboula	Not Completed
			Completed (4) Not Completed (1)	
<p>6. Core teams implement Assessment stage of SARA²⁵ problem solving process at the neighborhood level via a COP activity [Milestone]</p>	<p>Data Source: Activity technical sheets, activity reports, attendance lists, and photos.</p> <p>Collection Method: COP advisor will ensure collection of participant lists, and activity reports Data will be processed on a quarterly basis.</p> <p>Analysis: The data will be used to quantify the reach of the training program, and assess the differences in training and capacity building needs between Tangier and Tetouan.</p> <p>Disaggregation: Disaggregating by location and stage of completion of SARA process.</p> <p>Note: targets not cumulative</p>	0	Location	Stage of Completion
			Ezzahara/Al Majd	Completed
			Jamaa Mezouak	Completed
			Bir Chifae/Sania	Completed
			Bendibane	Completed
			Taboula	Not Completed
			Completed (4) Not Completed (1)	

²⁵ The Scanning, Analysis, Response, and Evaluation (SARA) Model is a common approach used by community policing agencies to identify and solve repeat crime and community problems.
See more at: <http://www.ncjp.org/index.php?q= strategic-planning/justice-applications/sara-problem-solving-model#sthash.JJn8Er9g.dpuf>

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Program Final Actuals
B. # of police officers trained [f;]; CROSS-CUTTING INDICATOR	<p>Data Source: Participant lists</p> <p>Collection Method: Data will be collected regularly at the end of each training session. Data will be processed on a monthly basis, and reported as per the quarterly progress reports</p> <p>Analysis: The data will be used to quantify the reach of the training program, and estimate more closely the financial cost of the training program.</p> <p>Disaggregation: Disaggregating by rank, gender and location</p> <p>Note: targets are not cumulative</p>	0	26

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Quarter 3 Actuals					
			Location	Male	Female	Sub/T	-35	+35
C. # of association and community leaders trained [f; PPR]; CROSS-CUTTING INDICATOR	<p>Data Source: Participant lists</p> <p>Collection Method: Data will be collected regularly at the end of each training session. Data will be processed on a monthly basis, and reported as per the quarterly progress reports</p> <p>Analysis: The data will be used to quantify the reach of the training program, and estimate more closely the financial cost of the training program.</p> <p>Disaggregation: Disaggregating by location, gender and age</p> <p>Note: targets are not cumulative</p>	0	Ezzahara/ Al Majd	53	40	93	49	44
			Jamaâ Mezouak	44	43	87	67	20
			Bir Chifae/Sania	134	101	235	166	69
			Bendibane	42	39	81	59	22
			Taboula	3	8	11	5	6
			Total	276	231	507	346	161

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Quarter 3 Actuals			
7. # of grant activities implemented that include focus on gender and at risk youth	<p>Data Source: Plans proposed by neighborhood/association + signed grant agreements</p> <p>Collection Method: Data will be collected at the beginning of each grant cycle, processed monthly and reported quarterly and yearly against set targets.</p> <p>Analysis: The data will help assess target associations' capacity to design and execute COP related activities at the neighborhood level. It will also establish figures regarding expenditures and grant budget realignment if needed. Besides, it will help establish capacity needs of associations having developed grant proposals but not submitted them, as well as capacity needs of associations whose grant proposals were rejected.</p> <p>Disaggregation: Data will be disaggregated by location, age and gender of primary target beneficiaries</p> <p>Note: targets are not cumulative</p>	0	<p>Location</p>	<p>Sub-total Activities Focused on Gender</p>	<p>Sub-total Activities Focused on Youth</p>	<p>Sub-total Activities Focused on Both Youth and Gender</p>
			Ezzahara/Al Majd	6	18	13
			Jamaa Mezouak	9	10	5
			Bir Chifae/Sani a	3	17	17
			Bendibane	2	6	6
			112			
8. Percentage of police demonstrating increased knowledge of COP principles and techniques	<p>Data Source: Post testing of police training participants</p> <p>Collection Method: Data will be collected from participants after each training module; reported quarterly and yearly against targets</p> <p>Analysis: Collected data will help measure the project's performance in training police to develop community policing related knowledge, skills and abilities measured through testing of training participants</p> <p>MSC story collection and selection will complement the monitoring and assessment of outcomes related to the demonstration of COP principles.</p>	0	95%			

INDICATOR	DATA SOURCE, COLLECTION, & ANALYSIS METHOD	Baseline	Quarter 3 Actuals
	<p>Disaggregation: Data will be disaggregated by location, gender and rank.</p>		
<p>9. # of police-implemented COP pilot activities [PPR]</p>	<p>Data Source: Grants records, plans and project implementation activities created by core teams with Associations and police</p> <p>Collection Method: Data will be collected, analyzed and classified during the preparation and implementation of activities. Data will be accompanied by photos when appropriate. Data and photos will be submitted as part of quarterly and yearly reporting</p> <p>Disaggregation: Data will be disaggregated by community</p> <p>Known Data Issues: N/A</p>	<p>0</p>	<p>30</p>

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