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USAID/MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM: FINAL PERFORMANCE EVALUATION REPORT

Prepared under Contract No. GS-10F-0033M/7200AA18M00016, Tasking N025

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DRG LEARNING, EVALUATION, AND RESEARCH ACTIVITY II

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ABSTRACT

A final performance evaluation of the USAID Morocco Civil Society Strengthening Program (CSSP) assessed program performance along five core dimensions: the effectiveness of the cascade model; changes in regulatory frameworks governing civil society participation in Morocco's public policy processes; the effectiveness of CSSP advocacy campaigns; the extent to which the program enabled marginalized population (youth, women, and persons with disabilities) engagement in policy processes in Morocco; and finally, the validity of the CSSP theory of change. Findings, based on quantitative and qualitative methodologies, including an online and telephone CSO survey, focus groups among CSOs, and stakeholder interviews, indicate the CSSP's cascade model is an effective vehicle for knowledge and skills transfer to civil society organizations. The program successfully brought change to important laws that enhanced civil society participation in Morocco's policy making processes. CSSP support also led to successful CSO advocacy initiatives – such as disseminating legislative proposals by CSSP-supported coalitions – yet the evaluation notes that such efforts stood a greater chance of success, if the issues at stake were already on the Moroccan government's agenda. While CSSP successes also extend to the inclusion of marginalized populations in political processes, the program's theory of change appears to rest on weaker foundations. Specifically, the evaluation confirms that the CSSP's cascade approach enhanced local CSO capacity; and contributed to institutionalizing CSO participatory mechanisms by encouraging the use of petitions and the creation of consultative bodies. However, evaluation results suggest that this institutionalization was limited, as formal adoption of mechanisms by the Moroccan government faced challenges, namely lack of funding for consultative bodies and a host of complex political factors.

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ACRONYMS

AAF	Women’s Action Association (<i>Association Action Féminine</i>)
ACB	White Dove Association (<i>Association Colombe Blanche</i>)
AECID	Spanish Agency for International Development (<i>Agencia Española de Cooperación Internacional para el Desarrollo</i>)
AESVT	Association of Teachers of Life and Earth Sciences
AFD	French Agency for International Development
ALCI	Citizens’ Alternative Movement (<i>Mouvement Alternative Citoyenne</i>)
AMSED	Moroccan Association for Solidarity and Development (<i>Association Marocaine de Solidarité et Développement</i>)
AOR	Agreement Officer’s Representative
CAP	Community Action Plan
CCM	The Civil Coalition for the Mountain
CDP	Commune Development Plan
CI	Counterpart International
CPEC	Parity and Equal Opportunity Commission (<i>Commission Parité et Egalité des Chances</i>)
CPM	Morocco Concerted Program (<i>Programme Concerté Maroc</i>)
CPEC	Commissions for Parity and Equal Opportunities (<i>Commissions Parité et Egalite des Chances</i>)
CS	Civil Society
CSO	Civil Society Organization
CSOSI	Civil Society Organization Sustainability Index
CSSP	Civil Society Strengthening Program
DGCT	General Directorate of Territorial Communities (of the Ministry of the Interior)
EEEOGA	Entity for Equity, Equal Opportunities and the Gender Approach
EQ	Evaluation Question
EU	European Union
EUR	Euro
FAFM	Azzahrae Forum for the Moroccan Woman (Forum Azzahrae pour la Femme Marocaine)
FG	Focus Group
F20M	February 20 Movement
HoC	House of Counselors

GoM	Government of Morocco
ICNL	International Center for Not-for-Profit Law
ISO	Intermediary Support Organization
MCV	Moroccan Coalition for Volunteerism
MIRLA	Movement of Initiatives for the Reform of the Law of Associations (<i>Mouvement des Initiatives pour la Réforme de la Loi des Associations</i>)
MoU	Memorandum of Understanding
NGOs	Nongovernmental Organizations
OD	Organizational Development
PAM	Authenticity and Modernity Party
PGL	Local Government Program
PJD	Justice and Development Party
PWD	People with Disabilities
RDP	Regional Development Plan
SANAD	Civil Society Advocacy Project
ToC	Theory of Change
ToT	Training of Trainers
TTH	Tanger-Tetouan-Al Hoceima (Region of Morocco)
UN	United Nations
USAID	United States Agency for International Development
USD	U.S. Dollar

EXECUTIVE SUMMARY

USAID developed the Civil Society Strengthening Program (CSSP) in Morocco to encourage greater engagement between civil-society organizations (CSOs) and government institutions and to improve CSOs' skills, knowledge, and resources through training and direct grants. The CSSP was implemented from January 2015 to July by Counterpart International (CI) with implementing partner the International Center for Not-for-Profit Law (ICNL). In parallel, USAID had direct awards with five intermediary support organizations (ISOs) with the objective of building the capacity of other small CSOs throughout the country. The ISOs include: the White Dove Association (*Association Colombe Blanche*; ACB); Citizens' Alternative Movement (*Mouvement Alternative Citoyenne*; ALCI); Moroccan Association for Solidarity and Development (*Association Marocaine de Solidarité et Développement*; AMSED); Forum Azzahrae; and Ennakhil Association.¹

USAID/Morocco asked NORC to conduct a final performance evaluation of the CSSP to understand the extent to which the program contributed directly to the Morocco Mission's Democracy and Governance Intermediate Result 1, "Increased civil society contribution to the public policy process."² NORC assessed the CSSP's success in meeting two primary objectives:

Objective 1: Strengthen CSOs and have them contribute more effectively to lawmaking and public policy.

- Outcome 1.1: Moroccan CSOs develop strengthened organizational and technical capacity;
- Outcome 1.2: Moroccan CSO advocacy and oversight efforts are more effective and legitimate in representing citizens' interests;
- Outcome 1.3: CSOs partner and collaborate with multiple stakeholders to advance targeted reforms.

Objective 2: Foster meaningful opportunities for civil society to participate in developing and implementing public policy in the State of Morocco (i.e., key ministries, parliament, targeted subnational governments, etc.).

- Outcome 2.1: Legal and policy framework supports civil society participation in the public-policy process;
- Outcome 2.2: The Moroccan government develops and implements mechanisms for civil society to participate in the policymaking process

In concrete terms, NORC assessed the CSSP's progress in several areas: organization advocacy; CSOs' ability to address legal frameworks; inclusion of key population segments; lessons learned; implementation gaps; whether the cascade model worked in building local capacity; and whether or not

¹ ACB focuses on rights for persons with disabilities and ACLI on democracy, human rights and gender. AMSED is a research center that provides technical assistance, while Forum Azzharae is concerned with using Islamic values and human rights to address issues, and Ennakhil is broad with interests in issues such as literacy and legislative lobbying.

² Per the 2013-2020 CDCS, the mission's overarching CDCS goal "Advance Moroccan initiatives for peaceful reform" is supported by DO 2 "Increased civic participation in governance," under which IR 2.1 "Increased civil society contribution to public policy" falls.

the program's theory of change (ToC) was valid. The evaluation covers the entire four-year period, and will be used to inform future programming in Morocco and similar settings.

EVALUATION METHODOLOGY

This final evaluation used a mix of qualitative and quantitative strategies. Before data collection, the NORC team began with a comprehensive desk review of the CSSP's progress based on program documentation.³ To facilitate qualitative data collection, the team conducted 10 focus groups drawn from random sampling of CSSP beneficiary CSOs and CSO grantees. Due to Covid-19 restrictions, the evaluation team conducted the focus groups using the Zoom platform. The team also held a total of 37 remote in-depth interviews (IDIs) with various CSSP stakeholders, including government officials, the staff of the ISOs supporting the CSSP, the staff of the participating CSO beneficiaries, representatives of associations and coalitions, as well as CSSP program staff and USAID personnel at USAID/Morocco.

Quantitative strategies included an online and telephone survey of CSO beneficiaries as well as unaffiliated stakeholders, following the focus groups and IDIs to capture the range of stakeholder views of, and experiences with, the program.⁴ The fieldwork took place from July to September 2020. Results were triangulated to ensure consistency in findings across data collection methods.

KEY FINDINGS AND RECOMMENDATIONS

Although the CSSP faced implementation challenges in its early phase (2016–2017) that eroded CSSP-ISO relations, those relations improved dramatically after the program leadership changed in 2018, thus enabling the CSSP program to achieve many results for Objectives 1 and 2.

The program relied on two models of support: the cascade model, in which USAID awarded resources to ISOs, which in turn supported the CSOs; and a more direct support model, through a mix of grants, training, and technical assistance. In total, the CSSP provided capacity development and assistance to eight national coalitions, over 500 CSOs, including the five USAID ISOs, and 32 sub-grantees that received direct grants from the CSSP.

Below, we summarize the key findings and recommendations for each evaluation question.

EVALUATION QUESTION 1: *At which levels did the cascade model work more or less efficiently and why? For example, what levels of technical assistance and effort by recipients – that is, civil society organizations, intermediary support organizations, and coalitions – were necessary to bring about effective change?*

We found that the CSSP's cascade model was vital for working with local CSOs, but their ISO intermediaries indicated that CSSP-delivered capacity-strengthening activities targeted at them could be improved.

³ See USAID/Morocco Civil Society Strengthening Program: Desk Review, Washington, DC: 2020.

⁴ These were stakeholders who engaged with the CSSP, but were not direct beneficiaries of program activities. This group comprised research institutions, journalists, and students.

Personal interactions played a key role in determining successful outcomes. The sharing and application of technical knowledge depended on the project manager, as well as the relationships between implementing partner and ISO and the ISOs and their network.

Some partners felt that they were not full participants in the CSSP. Moreover, some ISOs and USAID staff described the CSOs' ownership as complex and dependent on Morocco-specific realities affecting CSOs' engagement.

RECOMMENDATIONS

The cascade model, in which USAID provides resources to ISOs (which in turn, provide resources to CSOs), should be used in future civil-society support activities in Morocco and similar settings. Programs should prioritize cultivating advocacy methods and techniques, subject expertise, and support to networks and coalitions.

We recommend anticipating competition between CSOs by offering increased opportunities for dialogue and consulting CSOs on program design. More equitable compromises between primary beneficiaries, implementing partners, and donors are also essential. We recommend that the program promote inclusive ownership from the onset of the program:

- Focus on learning from experience, especially for less professional ISOs with less capacity. Capitalize on their expertise, especially in community mobilization and representation of the most marginalized.
- Promote different perspectives and encourage collective work to elicit greater top-down and bottom-up cooperation.
- Examine how the training can be tailored to each ISO's unique experience of mobilizing civil society.

By combining various ISOs' experience in the CSSP program, the cascade of the training to the local level may enjoy greater success and become sustainable.

EVALUATION QUESTION 2: *What specific changes were the CSSP and the ISOs able or unable to effect on the legal and regulatory frameworks that govern civil-society participation in the public policy process at the communal, regional and national levels? In cases where the CSSP and/or ISOs were unable to significantly affect a change, why was this the case, and what could have been done to improve effectiveness? What other actions could the CSSP and/or ISOs have taken to support citizens' and/or civil society participation at the national, regional, and communal levels?*

The CSSP promoted the right to petition at all levels of the public policy process, from supporting the adoption of laws at the national level in 2016, to supporting CSOs' petition initiatives at the local level from 2017 to 2019. Validation of petitions is one result, but having the petition discussed in the city council is even more significant. While the number of local petitions has been increasing, the proportion of them discussed by city councils remains low.

The CSSP influenced national laws and regulations through ICNL's technical assistance on law review. (See page 15-16 in the full report, USAID/Morocco Civil Society Strengthening Program Final

Performance Evaluation for examples.)⁵ Moroccan legislation now includes several INCL recommendations concerning the right to petition (2016 Law) and the right to access information (2019 Law). The program subsequently improved the legal environment for civil society by supporting national CSO coalitions and ISOs, which jointly formed the Movement of Initiatives for the Reform of the Law of Associations (MIRLA).

At the regional and communal levels, the CSSP program helped create and implement a set of laws that Morocco adopted in 2016 relating to the Territorial Communities, which established civil society mechanisms to participate in shaping public policy. The CSSP's contribution was significant and wide-ranging; the program adopted a demand and supply approach by providing technical assistance to CSOs.

The evaluation shows that the regions faced specific material and logistical constraints. Political interference, weak CSO networking, and the CSSP's lack of capacity to mobilize territorial communities and CSOs also hindered CSO participation. According to the interviewees, another noteworthy obstacle was the ignorance of elected officials and local civil servants on inclusion, equity, equal opportunities, and gender.

RECOMMENDATIONS

The evaluation team noted that Moroccan CSOs have little control over their complex and ever-changing political environment. Since the success of CSO participation mechanisms at the local and regional level depends on the local political context and the relationship between CSO and the territorial community, we recommend developing a political economy analysis (PEA) to gauge stakeholders' willingness and capacity to engage in dialogue.

We suggest delivering future technical assistance to those territorial communities that have favorable political conditions, particularly the regarding the relationship between communities and CSOs. For territorial communities with unfavorable conditions, technical assistance alone is insufficient.

The next municipal and regional elections in Morocco will take place in 2021. USAID's support to territorial communities and CSOs toward effective participation mechanisms should be continued. Strategies must include:

- Early and substantive technical support to CSOs to prepare for participation in public policies via legally established participatory mechanisms. USAID support to ISOs engaged in local governance should also be considered. ISOs should be identified through a PEA.
- Structuring civil society by themes (e.g., environment, culture), including marginalized population segments (women, youth, people with disability). At the regional level, ensure that CSOs represent the relevant territories.
- Greater financial and technical support for the creation and operation of advisory entities at the regional level.

⁵ Pierre Tainturier and Laila Fathi, USAID/Morocco Civil Society Strengthening Program Final Performance Evaluation, Washington, DC: USAID, 2020.

- Partnership with the DGCT, and possibly the Associations of Elected Officials, to develop and implement training plans for elected officials and civil servants in territorial communities.

EVALUATION QUESTION 3: *Of all the CSSP/ISO-supported advocacy campaigns, which campaigns and advocacy methods were most effective, and why? Which were least effective, and why?*

The CSSP supported the advocacy initiatives of eight CSO coalitions. Coalitions this evaluation focuses on are: the Civil Coalition for the Mountain (CCM), the Moroccan Coalition for Volunteerism (MCV), and the Movement of Initiatives for the Reform of the Law of Associations (MIRLA). Their advocacy campaigns consisted of the production and dissemination of memoranda or legislative proposals intended for decision-makers, parliamentarians, and members of government (e.g., the General Secretariat) as well as the media.

The two coalitions – CCM and MCV – could be deemed successful, in that parliamentary groups received their legislative proposals favorably and the government adopted their draft proposals. Furthermore, the CSSP strategy of both training Moroccan parliamentarians in the House of Counselors, and supporting CSO lobbying of parliamentarians has also contributed to the success of advocacy campaigns.

When dealing with issues already on the governmental agenda, advocacy campaigns were more effective in changing national laws and regulations than local ones.

RECOMMENDATIONS

CSSP support for advocacy initiatives led by national CSO coalitions should consider the public policymaking cycle.

- The CSO funding mechanism must be flexible and rapid in order to best respond to government legislative initiatives and channel support to civil-society-led coalitions, through calls for proposals targeting advocacy initiatives at the national level.
- In the case of CSO-led national coalition initiatives to place new public policy proposals on the government agenda, technical and financial support from USAID or a program such as CSSP should be included to bolster the expertise of CSOs and coalitions. Thematic, evidence-based public policy analysis led by CS-led coalitions should be considered in a future program.

EVALUATION QUESTION 4: *In terms of inclusion and access of population segments, what factors have enabled or hindered effective engagement of women, people with disabilities, and marginalized youth? What adaptations might produce enhanced and scalable outcomes (particularly among these three groups) in future programming? What questions or themes would be most advantageous to include in a learning agenda for future research/assessments (particularly among these three groups)?*

The evaluation found that the CSSP included key population segments – youth, women, and people with disabilities – across the entire program. However, the CSSP gave limited direct support toward CSOs led by women, youth, and people with disabilities. The CSSP mainly focused on including people from these segments by establishing advisory entities at the municipal and regional level, but did not target or

support national advocacy initiatives and campaigns led by coalitions of women, disability, or youth organizations at the national level.

RECOMMENDATIONS

Grants should support national advocacy initiatives that focus on thematic CSO-led coalitions active on priority issues relevant to women, youth, and people with disabilities. USAID should include PEA and needs assessments of CSO-led coalitions advocating issues important to these target groups in subsequent programs, and perhaps identify priorities such as combating violence against women, access to culture, and inclusive education.

EVALUATION QUESTION 5: *Are the CSSP's theory of change (ToC) and assumptions valid? If not, why? What programmatic adaptations would be necessary to effectively scale-up increased civic participation in future programming?*

According to the CSSP's ToC, expected change – CSOs' increased, purposeful and effective participation in public policy – derives from two factors: (1) a core number of leading CSOs engaged in the public-policy process acquiring a clear vision and strengthening their organizational capacities; and (2) institutionalizing better mechanisms for civic participation in governance.

For the first factor, the CSSP cascade model proved instrumental in reaching, stimulating, and supporting local CSOs and initiatives. The model's main virtue is its ability to enable supported CSOs to put skills transferred by the ISOs into practice, following a “learning-by-doing” approach.

Concerning the second factor – institutionalizing mechanisms for civic participation in governance – the ToC is valid. The CSSP helped establish consultative bodies, encouraged petitioning as a useful tool for local advocacy, and opened opportunities for dialogue between Moroccan parliamentarians, in particular the HoC and CSOs, which conducted legislative lobbying.

But CSSP's ToC seems weaker on the internalization of mechanisms. Political barriers to participation remain. The lack of funding to support the cost of operating the consultative bodies, especially at the regional level, jeopardizes the implementation of government channels for civil-society advocacy.

Thus, the evaluation found that informal coalitions may be more fruitful for effective CSO advocacy than a formal network. Formal networks usually require financial support, but informal networks do not, and benefit from more flexible structures allowing them to mobilize quickly and effectively.

RECOMMENDATIONS

Both of CSSP's strategies to support CSOs – direct grants as well as the cascade method via ISOs – should be considered in future programs to strengthen civil society's participation in policymaking.

The success of the ToC shows that partnership with ISOs works to transfer skills to local CSOs, integrate local CSOs in national advocacy campaigns, and mediate with the territorial communities in Morocco. However, the evaluation team found that the CSSP ToC fell short on organizational development training. There was little evidence that such training increased CSOs' participation in public policy processes, and therefore the CSSP should assign it less importance.

CONCLUSION

The CSSP program took advantage of the intense legislative period that Morocco experienced between 2015 and 2020, following the adoption of the new Constitution in 2011. By combining support to the demand for participation (civil society) and to the supply of participation (public institutions), the strategy adopted by USAID has proved particularly adept at increasing the effective participation of civil society in public policy.

In terms of capacity-building (i.e., skills training and resource provision) for civil society, the cascade model is useful; ISOs with training experience can effectively mobilize grassroots and local CSOs and strengthen their organizational, management, and advocacy capacities. The cascade model is widely used by donors committed to supporting civil society, particularly in Morocco, where a large number of ISOs are active.

I. EVALUATION PURPOSE

BACKGROUND

USAID/Morocco requested a final evaluation of the Civil Society Strengthening Program (CSSP), which contributes directly to the Mission’s Democracy and Governance Intermediate Result I, “Increased civil society contribution to the public policy process.” The agency sought to measure the CSSP’s overall effectiveness in achieving its goals for Civil Society Organizations’ (CSO) advocacy, ability to address legal frameworks, the inclusion of key population segments, lessons learned, implementation gaps, as well as measuring the validity of the program theory of change and related assumptions, and the performance of the cascade model for capacity development. The evaluation was led by NORC at the University of Chicago and CSSP was administered by implementing partners Counterpart International (CI) and the International Center for Not-for-Profit Law (ICNL). In parallel to CSSP, USAID had direct awards with five intermediary support organizations (ISOs) with the objective of building the capacity of other small CSOs throughout the country. The five ISOs include the White Dove Association (*Association Colombe Blanche*; ACB), Citizens’ Alternative Movement (*Mouvement Alternative Citoyenne*; ALCI), Moroccan Association for Solidarity and Development (*Association Marocaine de Solidarité et Développement*; AMSED), Forum Azzahrae, and Ennakhil Association. This assessment considers the entire four-year period (2015–2019) of activity implementation.

Civil society⁶ is a recent phenomenon in Morocco, beginning in the 1990s, when Morocco’s King Hassan II introduced initial reforms. After the National Initiative for Human Development (INDH) was founded in 2005, CSOs began to proliferate; the number of CSOs increased by approximately 10,000 per year, reaching roughly 116,000 CSOs today. Although most of these organizations are very small and not necessarily operational, this burgeoning of CSOs reflects citizens’ increased desires to organize and advocate for their economic and political needs. In fact, the new Moroccan constitution of 2011 recognizes civil society’s contribution to lawmaking, policy development, and good governance, and provides for CSOs’ advocacy and oversight activity. Specifically, the revised constitution calls for civil society’s involvement in the preparation, implementation, and evaluation of state institutions; citizen involvement in drafting bills; and the creation of institutions that can engage with civil society.⁷ Such provisions were designed to support a robust civil society that cooperates closely with government institutions.

Against the backdrop of protests and frustration with government institutions, CSOs may play an important role as agents of advocacy and change. Yet in Morocco these organizations have capacity challenges to overcome in order to mediate and participate effectively in policy-making.

⁶ Generally associated with the non-profit sector or what is often called the third sector, “civil society” is understood to cover all organizations formed on a voluntary basis that are not affiliated with the state or market. Civil society responds to citizens’ economic needs that neither markets nor states can meet. In political terms, civil society is where non-state-affiliated groups, organizations, and institutions play a mediating role between citizens and the state.

⁷ In particular, see Article 12 of the 2011 edition of the Moroccan Constitution, available in French at www.sgg.gov.ma/Portals/0/constitution/constitution_2011_Fr.pdf.

This performance evaluation of the CSSP uses a mixed methodological approach. The USAID/Morocco Mission intends to use the evaluation findings to shape new activities in Morocco and possibly inform USAID programming elsewhere. To that end, the evaluation:

- Tests the validity of the program’s theory of change and assumptions, including the extent to which the cascade model is effective;
- Assesses the extent to which the CSSP achieved planned results; and
- Collects and analyzes stakeholder feedback to identify challenges and lessons learned, in order to inform future USAID programming that seeks to build the capacity of ISOs, CSOs, and the Government of Morocco (GoM).

EVALUATION QUESTIONS

The CSSP evaluation contains five core evaluation questions (EQs), grouped according to USAID interests, namely:

- EQ1 CSO capacity-building through the cascade model;
- EQ2 Moroccan legal frameworks relating to citizen participation and consultation mechanisms;
- EQ3 Advocacy campaigns; and
- EQ4 CSOs’ inclusion of marginalized groups in Morocco (women, youth, and people with disabilities);
- EQ5 The program theory of change (ToC).

We placed the ToC question last so that the discussion begins with more specific programmatic issues, then moves to broader concerns related to the ToC. The questions and related sub-questions follow.

EQ1: In testing the cascade model, at which levels did the model work more or less efficiently and why?

- a) What level of technical assistance from the CSSP and level of effort by recipients – that is, civil society organizations (CSOs), intermediary support organizations (ISOs), and coalitions – were necessary to bring about effective change?
- b) How effectively has CSSP’s support for ISOs been translated into the ISOs’ effective support and development of CSOs?
 - To what degree have the organizational capacities of the five targeted ISOs improved over the activity period to date? What factors have contributed to or inhibited those improvements?
 - To what degree have the organizational capacities of the CSOs supported by the ISOs improved? What factors have contributed to or inhibited those improvements?

EQ2: What specific changes were the CSSP and ISOs able or unable to make in the legal and regulatory frameworks that govern civil society participation in the public policy process at the communal, regional, and national levels? When the CSSP and/or ISOs were unable to make a significant change, why was this the case, and what could have been done to improve their effectiveness? What else could the CSSP and/or ISOs have done to support citizens' and civil society's participation at the national, regional, and communal levels?

EQ3: Which of the CSSP/ISO-supported advocacy campaigns and methods were most effective, and why? Which campaigns or advocacy methods were least effective, and why?

EQ4: What factors have enabled or hindered effective engagement of women, people with disabilities, and marginalized youth? What adaptations might produce enhanced and scalable outcomes (particularly among these three groups) in future programming? What questions or themes should be included in a learning agenda for future research and assessments (particularly among these three groups)?

EQ 5: Are the CSSP's theory of change and assumptions valid? If not, why? How must the program change in order to scale up greater civic participation in future programming?

2. PROGRAM OVERVIEW

THE CSSP

The CSSP was a four-and-a-half-year project (2015-2019) implemented by CI in partnership with the ICNL. The program sought to strengthen the environment for civil society participation and build individual organizational capacity by supporting Moroccan CSOs and coalitions that engage in advocacy initiatives. The project was designed around two specific objectives aimed at increasing citizen participation, targeting both the supply (institutional mechanisms) and demand (CSO capacities) for civic participation.

The ToC guiding the CSSP hypothesizes:

“if a core number of leading CSOs engaged in the public policy process acquire a clear vision and strengthen their organizational capacities, while greater mechanisms for civic participation in governance are institutionalized, then participation by CSOs in the public policy process will increase in a way that is purposeful and effective.”

The CSSP ToC sought the following results:

Objective 1: CSOs are strengthened and contribute more effectively in the lawmaking and public policy process.

- Outcome 1.1: Strengthened organizational and technical capacity of Moroccan CSOs.
- Outcome 1.2: Moroccan CSO advocacy and oversight efforts are more effective and legitimate in representing citizens' interests.
- Outcome 1.3: CSOs partner and collaborate with multiple stakeholders to advance targeted reforms.

In many respects, the CSSP activity built on the experiences of two previous programs, the Civil Society Advocacy Project: Strengthening Advocacy and Networking to Advance Democracy (SANAD: 2009–2012) and the Local Governance Program (PGL: 2012–2014). The CSSP was structured around two specific objectives aimed at increasing citizen participation, targeting both the supply (institutional mechanisms) and demand (capacities of CSOs) for civic participation.

The program had three primary components: (1) CSO strengthening, including direct support from the CSSP and the program's cascade model of skills transfer from regional or national CSOs to local CSOs; (2) providing support for CSO engagement in advocacy campaigns and coalitions at the national and local level using institutionalized participation mechanisms, including the Entity for Equality, Equal Opportunity and Gender Approach (EEEOGA), Community Action Plans (CAPs), and petitions; and finally, (3) influencing the legal environment at the national level.

To this end, the CSSP provided a package of services, including financial support through grants and technical assistance, which included training, strategic coaching, and research. This service package was offered to a variety of stakeholders: five ISOs, eight coalition grantees, 27 individual CSO grantees, and more than 500 other local CSOs supported by the CSSP, by ISOs, or composed of regional and national coalitions. The CSSP also provided support to five local authorities and to national public institutions in Morocco, including the Ministry of Interior-General Directorate of Local Government, the Ministry in Charge of Relations with Parliament and Civil Society, and the House of Councilors (HoC). The program was implemented in five locales in Morocco, including the Rabat-Sale-Kenitra, Fez-Meknes, Tanger-Tetouan-Al Hoceima (TTH), and Marrakech-Safi regions, and the municipality of Drarga in Souss-Massa.

3. METHODOLOGY

The USAID Morocco CSSP evaluation employs a mixed methodology that includes quantitative and qualitative approaches to understand CSSP program dynamics and CSO experiences with the program. The team started with a comprehensive desk review of CSSP program documentation and scholarly literature, followed by in-depth interviews, which were used to inform focus groups. Following the focus groups, the NORC team conducted a survey of CSSP stakeholders. Findings from the data collection culminated in a case study elaborate upon in Section 4 of this report.

QUALITATIVE DATA COLLECTION

The qualitative approach for this evaluation involved focus groups and in-depth interviews (IDIs) in addition to a desk review. The mutually reinforcing qualitative strategies provided valuable information regarding how and why processes and dynamics influence the CSSP program and its organizations.

DESK REVIEW

The desk review assessed the CSSP program context and CSSP progress based on documentation such as monitoring and evaluation (M and E) data and activity reports, as well as assessments that identified strengths and weaknesses of CSSP CSOs across select capacity areas. Results from the desk review informed qualitative and quantitative data collection, protocol and questionnaire development, and analysis for the final evaluation (see Annex A).

IN-DEPTH INTERVIEWS

Qualitative data collection involved remote in-depth interviews (IDIs), held before and after focus groups, of government officials, staff of the intermediary support organizations (ISOs) supporting the CSSP, beneficiaries of the CSSP activity, and networks and coalitions. The team also engaged former CSSP program staff and USAID personnel at USAID/Morocco who were aware of the program. In total, the team conducted 37 interviews.

FOCUS GROUPS

With the organization as the unit of analysis, the NORC team conducted 10 focus groups among CSSP beneficiary CSOs. Focus group participants were selected by random sampling from CSSP beneficiary lists. Groups comprised three to six CSOs, each represented by one staff member with sufficient knowledge of his/her organization's activities and experiences with the CSSP. For the focus groups, the team selected CSOs that received training and grants from ISOs to provide support to consultative bodies, and key demographic groups, particularly women, youth, and people with disabilities. The focus groups also discussed the experiences of CSOs involved in specific advocacy initiatives and those that were ISO subgrantees.

The focus groups reflected the geographic scope of the CSSP. They included CSOs from Fez, Tanger, Meknes, Casablanca, Rabat, Tetouan, and Marrakech, and communes within those areas. Due to Covid-19 restrictions in place at the time of the evaluation, the evaluation team used remote technology, namely Zoom, to conduct the focus groups, which lasted approximately 90 to 120 minutes. Table I indicates the composition of each group.

Table I. CSSP CSO Focus Groups

	NO. OF CSOS REPRESENTED
FG 1: CSSP grantees that provide support for consultative bodies and inclusion of women	3
FG 2: CSSP grantees that provide support for consultative bodies and inclusion of youth	4
FG 3: CSSP grantees that provide support for consultative bodies and inclusion of people with disabilities	3
FG 4: CSSP grantees; Advocacy initiatives – Environment	3
FG 5: Advocacy initiatives – Miscellaneous	3
FG 6: ALCI subgrantees	4
FG 7: AMSED subgrantees	6
FG 8: FAFM subgrantees	6
FG 9: ACB subgrantees	6
FG 10: Ennakhil subgrantees	4

QUANTITATIVE DATA COLLECTION – ONLINE AND TELEPHONE CSO SURVEYS

Quantitative methods included a CSO survey using online and telephone modes, a two-pronged strategy implemented after the focus groups and IDIs. The survey was designed, in part, to reach as many respondents as possible to have as robust a margin of error as possible. The evaluation survey, numerically capturing the range of stakeholder views and experiences with the program, also includes two samples, namely CSO beneficiaries as well as unaffiliated stakeholders as described below, to gauge the full range of experiences CSOs potentially face.

CSO BENEFICIARY SAMPLE

The first sample comprised individuals from CSSP-affiliated CSOs that received training from ISOs and thus were part of the cascade model. As Table 2 shows, the entire original sample frame had over 3,000 individuals from beneficiary CSOs, although the valid sample was smaller due to inactive/nonfunctioning emails (see Table 2). Although the unit of analysis is the organization, we selected respondents determined to be the most appropriate CSO representative. Thus, we created a CSO-level data set with one respondent per CSO. The survey questionnaire also screened respondents by first asking their position with the CSO, and how familiar they are with their CSO's activities.

To acquire as substantial a response rate as possible, the team supplemented the online/email survey respondent pool with telephone interviews. Those interviewed by telephone did not have an email available for online survey administration or were those referred to the NORC team by online respondents or other telephone respondents as part of a snowball strategy. The final adjusted total beneficiary sample combined was 2,230. The targeted approach allowed the survey to obtain an approximately 12 percent response rate.

The online and telephone survey data were collected over a four-week period, from August 17 to September 14, 2020. The team monitored response rates daily, and sent a total of three reminders to respondents after assessing rates at the end of each week. Response rates improved with each notification.

UNAFFILIATED STAKEHOLDER SAMPLE

The second sample includes stakeholders that engaged with the CSSP, but were not formally linked to the program and received no training from the activity. This sample included some 2,000 members of the Moroccan press, researchers and research institutions, and other CSOs. Because these respondents had less interaction with the program, they had less incentive to respond to a telephone survey. For this reason, we focused mostly on online methods with this group. A small number of the questions were the same as in the affiliated survey, but the questionnaire was largely contextual. The response rate for this sample was 5.5 percent.

Table 2. CSO Survey Summary

	BENEFICIARIES SURVEY		NON-BENEFICIARIES SURVEY	
Sample Size	3,239		2,135	
Valid Emails	1,785		9,26	
Phone Sample	1,454		1,209	
Added via Snowball Sampling	65		0	
Final Adjusted Sample Size	2,230		1,858	
Completed Surveys	261	11.7%	102	5.5%
Partial Survey Completion	9	0.4%	9	0.5%
Refusals	211	9.5%	19	1.0%

SURVEY INSTRUMENTS

Quantitative survey instruments for both CSSP beneficiaries and unaffiliated stakeholders were designed after preliminary analysis of the qualitative data. The surveys were drafted through an iterative process, triangulating findings from the focus group and interviews in order to observe common themes in views across respondent groups (see Annex B). The instruments were developed collaboratively with USAID Mission personnel, who approved the drafts. The beneficiary survey consisted of approximately 40 questions; the non-beneficiary survey, approximately 20 questions.

Surveys instruments were programmed using the online survey platform Qualtrics, which allows for the programming, dissemination, and real-time monitoring of surveys. Surveys were conducted in Darija Arabic using questionnaires that were translated into Arabic. The team also used French-language questionnaires when the respondent preferred. (The original English-language questionnaires are fully reproduced on pages 40-83.)

The NORC team provided a half-day Training of Trainers (ToT) on both the CSO survey and focus groups to familiarize the Happy Smala team (NORC's Morocco-based research partner) with the questionnaires and protocols. The NORC team observed each focus group, then debriefed after each session to discuss outcomes and consider any necessary adjustments to the protocol or recruitment strategy.

EVALUATION LIMITATIONS

Despite the multidimensional methodology, we identified some limitations inherent to the design of this evaluation:

- **Data availability:** The evaluation was conducted after the CSSP activity ended. The NORC team thus had somewhat limited access to program staff. Data collection focused on the beneficiaries of the CSSP activity (ISOs), their beneficiary CSOs, affiliated coalitions, associations, and other relevant stakeholders.

- To mitigate this limitation, the team made every effort to contact program staff who were still in Morocco and available. Strategies included assistance from USAID staff.
- **Social desirability or halo bias:** Consistent with NORC Institutional Review Board (IRB) requirements, the team disclosed the purpose of the evaluation to participants. However, the online and telephone interviews – as opposed to face-to-face data collection – combined with political conditions in Morocco may have inhibited participation somewhat. In addition, respondents may have underreported “socially undesirable” answers and altered their responses to conform to what they perceived as the social norm (*halo bias*). Interviewees may have also hedged on answers when asked to assess the attitudes and perceptions of their peers or people upon whom they depend for employment or the provision of services.
 - To mitigate these limitations, through an informed consent process, the evaluation team assured all IDI respondents that their answers were confidential and would remain anonymous.
- **Differing instruments:** Because the team surveyed CSO beneficiaries via online/phone and email, responses may have differed. To address this concern, the team ensured that the instruments were exactly the same.

None of the above challenges, however, precluded the collection of relevant information and data needed to produce evidence-based findings and conclusions for this evaluation of USAID’s approach to addressing CSO capacity building in Morocco. The following sections provide detailed findings from the quantitative and qualitative research.

4. FINDINGS

In this Findings section, each of the core evaluation questions and sub-questions are addressed in order and separately.

EVALUATION QUESTION I – THE CASCADE MODEL

Evaluation Question I (A): *At which levels did the cascade model work more or less efficiently and why? For example, what levels of technical assistance and level of effort by recipients – that is, civil society organizations, intermediary support organizations, and coalitions – were necessary to bring about effective change?*

In the CSSP, the cascade model of learning aimed to support and empower a chain of CSOs through trickle-down capacity-development activities in multiple regions.

First, five CSOs were recruited to serve as intermediary support organizations (ISOs). CSSP provided capacity-development support to these five ISOs.⁸ Second, each ISO trained local CSOs, thus passing down (i.e., cascading) knowledge and skills. Third, the ISOs passed along organization, mobilization, and

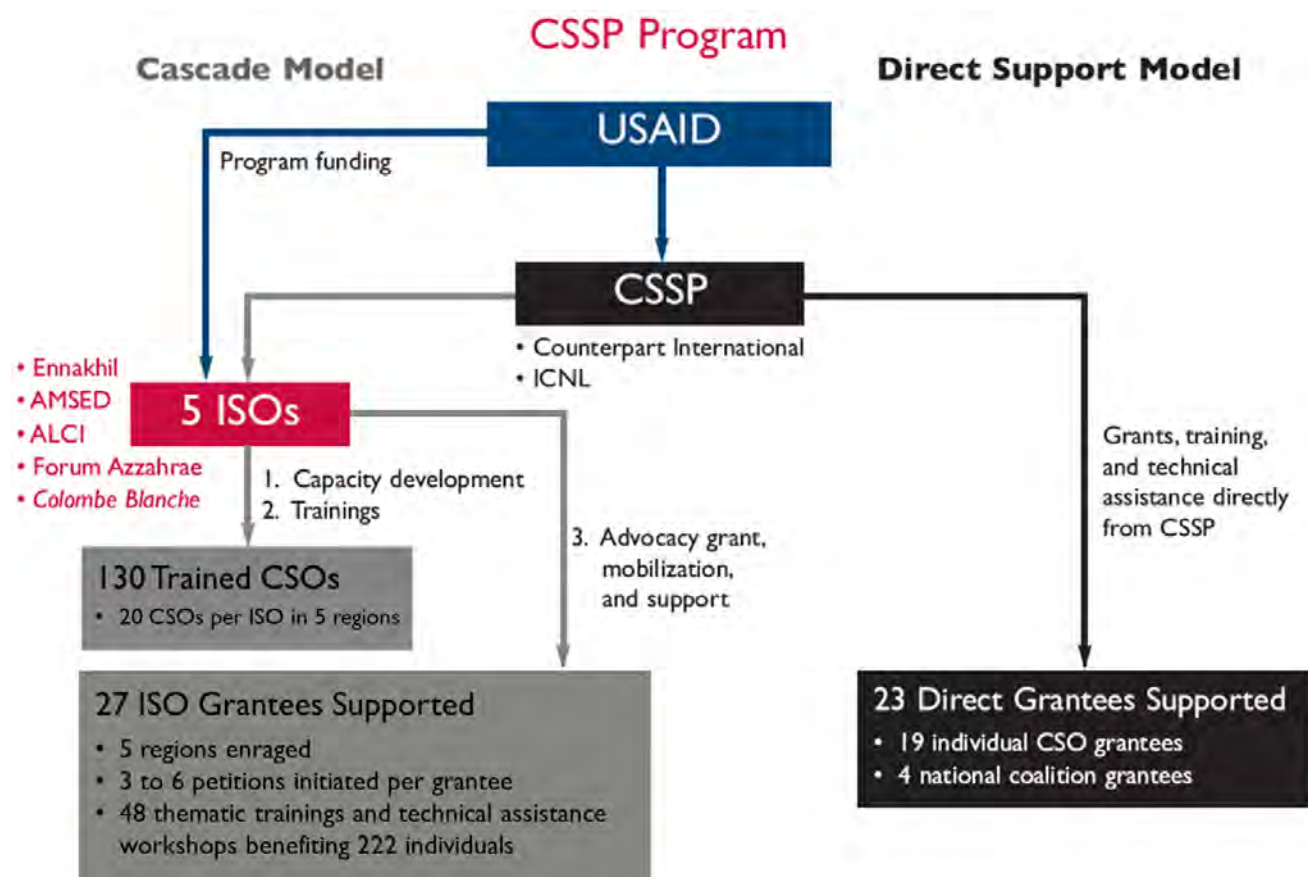
⁸ The program started in 2016, after the formal signature of eleven cooperative agreements among the main program’s stakeholders: one between USAID and Counterpart International and ICNL as implementing partners of the CSSP, five between USAID and each of the five ISOs for the implementation of their project award, and another five between Counterpart international and each of the five ISOs.

USAID financial support to local CSOs to undertake advocacy initiatives in their regions (see Figure I below).

The CSSP followed a three-step strategy: diagnoses and organizational capacity assessments; an integrated program of trainings (including trainings of trainers); and a post-program assessment of organizational capacity to measure change.

CSSP first assessed the ISOs, which included an organizational development and performance index. These assessments were based on Counterpart's organizational technical tools, as well as the OPI tool developed by PACT. This thorough examination of the ISOs' systems, functions, and needs helped determine a baseline status upon which CSSP developed its training plan. The process included questions on the ISOs' existing capacities and analyzed the extent to which they were efficient, effective, and relevant.⁹

Figure I. Model Diagram



Note that USAID selected the ISOs based on a pre-award assessment, adapted from a NUPAS tool, to identify organizational and administrative gaps within each of the five ISOs, as well as to come up with corrective action plans (CAPs).

⁹ See CSSP QRI, 2017.

ISOs found the customized capacity assessments helpful and relevant. In evaluation interviews, ISO staff said they found this approach particularly valuable, because ISOs were placed front and center in the intervention, enabling the program to respond effectively to ISO needs. The pre-activity assessment encouraged organizations to explore their skills and areas that needed improvements. All ISOs said the initial assessment and diagnosis was a milestone of the program. ISOs praised the assessment for its customized content and comprehensive measures.

Following these assessments, trainings supported ISOs on eight organizational development components. The CSSP approach to ISO capacity-strengthening focused on eight components of organizational development: six functional dimensions (governance and strategic planning; financial management and accounting; financial sustainability; human and material resources; external relations and communications; and intermediate service delivery) and two programmatic dimensions (program management and quality control, and advocacy).¹⁰ By combining assessment with training, the program both adapted to the ISOs' environments and identified their needs. ISOs considered the approach innovative, because the programs included courses that focused more on the ISOs rather than the procedures of donor organizations within the framework of a specific project or award.

ISOs were better able to mobilize and identify resource gaps. The capacity-development training offered an important opportunity for improved communication at the network and organization level. ISOs interviewed felt that the CSSP program, by combining USAID support through grants and skills transfer, provided ISOs with the opportunity and means to mobilize other CSOs and address critical resource gaps. Forum Azzahrae, for example, stated that the organizational development trainings helped their ISO evolve from a focus on short-term impact to a results-driven approach characterized by long-term goals and integrated vision. Azzahrae participants further explained that shift was useful to orient their activities to achieving of tangible outcomes for their constituents and the community.

ISO knowledge dissemination boosted CSO performance capacity. Concerning ISO-to-CSO relations, evidence shows that the CSSP successfully built capacity through dissemination of knowledge and training. Moreover, the program succeeded in institutionalizing organizational changes from the experts to ISOs and CSOs. For example, stakeholders interviewed offered widely positive appraisals of the cascade approach, with CSOs reporting increased knowledge in project management. While it was not possible for the evaluation team to cross-analyze this conclusion with quantitative CSO survey data, feedback from the CSOs interviewed confirmed their satisfaction with the knowledge acquired through the program. In addition, CSOs developed greater interest in civic participation as a result of the CSSP training. Staff of the five ISOs attributed this result to the inclusivity of the CSSP training format and the participatory approach, which applied support with greater flexibility, as well as allowing guidance from the CSSP.

The CSSP's cascade model of transferring knowledge and skills from ISOs to CSOs created more fertile conditions for regional engagement. ISOs' in-depth interviews indicated that the CSSP contributed to regional collaboration. Both the ISOs and CSOs interviewed stated that by using local intermediary organizations as service providers to deliver trainings, the CSSP contributed positively to the transmission of knowledge and enhanced local capacity. The grantees appreciated the CSSP's strategy of simultaneously promoting individual organizational development, local leadership, and activity

¹⁰ CSSP final report.

implementation. This strategy, through cascade training, enabled the ISOs to reach a large number of associations rapidly. The development of ISOs as trainers enabled ISOs to adapt training materials as appropriate and then share them with select CSOs in a manner and at the time they deemed most effective and necessary. The cascade approach enabled the CSSP to overcome the challenge of CSO access to resources, an issue often observed with smaller, low-capacity CSOs that operate at the local level.

EVALUATION QUESTION I (B): *How effectively has CSSP's support for ISOs been translated into effective support and development of CSOs by the ISOs? To what degree have the organizational capacities of the targeted five ISOs improved over the activity period to date? What factors have contributed to or inhibited those improvements?*

CSO index scores indicate strengthened ISO capacity across various performance areas.

Generally, the five ISOs improved their structure and work performance under the CSSP. As explained above, during 2016–2017, two assessments measured ISO progress along the Organizational Development Index (OD Index). Analysis of CSSP data during this two-year period suggests moderate to significant improvement in index score across all of the ISOs. The evaluation team indeed observed varied levels of capacity, with AMSED and ALCI earning the highest index scores, and ACB, Ennakhil and FAFM with the lowest marks.

Although overall the ISOs reported that the customized training was especially valuable, the more advanced ISOs find that trainings should be fine-tuned to address specific capacity levels.

During interviews, ISOs expressed widespread satisfaction with the development trainings. Participants said that instruction gave CSOs a better understanding of their capacity. Counterpart International and the ISOs reported that consultants were working directly with ISO staff to develop individual capacities. The evaluation results bear this out. For instance, Ennakhil Association improved by 200 percent on the financial sustainability assessment, and improved its overall organizational development score by 53 percent (see Table CI, Annex C).¹¹ In addition to individual support, Counterpart created a guide on CSO management that served as a resource for the ISOs. Ennakhil Association indicated that the guide was “handy and useful.” Yet ISOs with the strongest capacity, such as ALCI and AMSED, tended to be more critical of CSSP capacity building activities, especially regarding the choice of trainers as well as the content of trainings, which some asserted was not well suited to the Moroccan context and did not take into account the different capacity levels of ISOs.

All ISOs believed the CSSP program helped expand their network across different CSOs in Morocco, and provided ISOs with opportunities to catalyze their strengths. Furthermore, the program contributed to improved performance in reporting and project design. ACB, for instance, noticed significant improvement in the quality of reporting throughout its participation in the CSSP.

To help ISOs and CSOs work together to improve the CSOs' legal environment, the CSSP promoted resource mobilization. The USAID Agreement Officer Representative (AOR) observed that one of the more significant improvements was the ISOs' enhanced capacity to work collectively. ISOs were encouraged to use their skills, networks, and influence to contribute to a collective campaign that could benefit all CSOs in Morocco and facilitate their work. ISOs reported the program did help CSOs acquire civic participation skills and strengthened CSOs' capacity to network and mobilize in coalitions.

¹¹ CSSP Final Report January 25, 2015–July 31, 2019, p. 17

During the program, the ISOs engaged with more than 244 CSOs across the five regions in Morocco on targeted action.

CSOs acquired new advocacy skills and increased knowledge of democracy. Feedback from CSO focus groups highlights the overall positive experience of CSOs engaged in advocacy activities. The CSSP provided CSOs with an opportunity to consolidate their activities and work collectively. CSOs said that after they participated in the CSSP program, their knowledge of local democracy increased. Asked about the extent to which the CSSP met their needs, nearly all CSO respondents said the CSSP was responsive “a fair amount” or “a great deal” in the areas of project set-up, strategic planning- and fundraising (88 percent); participatory democracy focusing on participatory bodies and petition (91 percent); advocacy techniques and rights approaches (93 percent); organizational development (91 percent); and common-interest issues (87 percent). CSOs also found trainings valuable: 90 percent rated the trainings as “good” or “excellent.”

But some doubted the utility of petitions. According to the five ISOs, several CSOs selected for the program knew little about petitions prior to their involvement in the program. CSO introduction to petitions, however, appears to bear no relation to their views on the utility of petitions. In CSO focus group discussions, CSOs were somewhat doubtful about the petition’s efficacy, and instead preferred to support their beneficiaries through direct service delivery. Nevertheless, most CSOs deemed the petition tools shared by main implementing partner CI relevant and useful for other projects.

Text Box I

ADVOCACY INITIATIVES AND RESULTS, BASED ON ISO INTERVIEWS

Forum Azzahrae developed a program to build the capacity of local women’s and youth organizations to monitor local government. The organization also created an advocacy-training program called ENGAGE with 20 young women advocates.

ACB mobilized associations in eight Moroccan provinces of the Tangiers-Tétouan-AlHoceima (TTH) Region to strengthen CSOs’ work on disabilities and inclusion. The project’s overall goal was to influence the design and implementation of territorial policies to reflect the principles and values of equality, equity, inclusion, and integration.

ALCI worked to enhance civil-society participation in the development and monitoring of decentralized and devolved territorial policies. This program worked with 40 CSOs from the Oriental and Meknes regions, and successfully presented two propositions as a result of CSOs’ collective action under the “Partner for Change” project.

CSOs advocated measures to address traffic accidents in the rural commune of Al Hajeb. They also submitted a petition for a program for youth and people with disabilities.

AMSED selected 40 CSOs to work collectively on an advocacy campaign through the project “Strengthening Capacity Development of CSOs: For Better Civic Engagement in the Process of Public Policy Development and Citizen Mobilization”. The campaign sought to strengthen the capacity of health-sector CSOs, particularly CSOs’ access to socio-cultural centers.

Ennakhil worked toward achieving participatory democracy in Marrakech-Safi. Although the project was not able to achieve a tangible outcome, it engaged with 30 CSOs as well as elected officials, local government officials, media, academic research centers, students from Cadi Ayyad University–Marrakech, and other local actors to work on issues related to youth and gender.

ISOs effectively shared knowledge regarding the petition system and supported CSOs in developing relationships with commune stakeholders. In order to engage and include commune members, ISOs organized several events and invited representatives of territorial communities and local authorities to attend various public events (forum, workshop, project presentations).¹² On average, CSOs participated in the creation of six petitions per working group. Some associations, such as Handicarrefour managed to be invited to join the Entity for Equity, Equal Opportunities and the Gender Approach (EEOGA). CSSP CSO beneficiaries described their experience as an opportunity to improve performance via trainings and benefit from the “learning-by-doing approach.” Text Box I provides examples of ISO accomplishments.

Alongside tangible achievements, the evaluation identified several areas for improvement or greater focus. For example, ISOs argued that a lack of continuity in the CSSP training modules was problematic both from an organizational development and communication perspective. Interruption of CSSP activity during 2016 created what some ISOs believed was inter-organization competition and unclear ownership of the program; some ISOs thought the CSSP was led by Counterpart International (CI) rather than USAID. CSSP’s deliberate later efforts to encourage network creation around unifying goals (for example, MIRLA) helped increase ISOs’ sense of being part of the program. ISOs’ ability to mobilize CSOs on specific local issues also promoted participants’ feelings of ownership.

ISOs see moderate sustainability. Despite best efforts to consolidate the work of the CSOs towards a common approach, the evaluation found little indication that outcomes from such efforts will be sustained among CSSP organizations post-project. For instance, the strategic plan developed by the ISOs does not include a monitoring system that will report on the continued change among the ISOs.¹³

Monitoring of organizational capacity does not extend to local CSOs. As explained above, the OPI assessment was useful to determine ISOs’ needs and assess their capacity in several sectors. The evaluation team noted, however, that the CSSP did not assess the training capacity of ISOs. The project thus lacked a more comprehensive appraisal system that extends beyond capturing attitudinal change to measure impact and performance outcomes. By tracking the progress of ISOs’ activity and their training of local CSOs, such an assessment would help us understand whether organizational development cascaded down to the local CSOs.

Trainings could be more individualized, in the view of some CSOs. ISOs reported shortcomings in some capacity-building activities. They explained that the standardized approaches the CSSP favored did not address practical questions and would have benefited from a more grassroots and individualized approach. ISOs further said that although the trainings appropriately focused on important issues and knowledge transmission, they failed to ensure that participants actually put this knowledge into practice. The training content was “not necessarily adapted to the lived experiences of CSOs in Morocco,” according to participants from ISOs ACB and AMSED. Two ISOs indicated that the training addressed their needs only partially and “lacked pedagogy.” Others said the trainings were, as an Ennakhil participant put it, “too short to assure that the content is well understood.” These perceived flaws in the trainings led one ISO representative to share they were not fully confident that they could credibly

¹² Examples of this strategy can be found in the ISOs’ quarterly activities report.

¹³ Understanding this challenge, USAID continues to provide support to the five ISOs (through TALM) for implementation of the ISOs’ M&E systems.

convey useful knowledge to other associations outside the CSSP. Furthermore, ISOs reported, the lack of resources and financial support was a daunting challenge.

Notably, ISOs shared concern over their capacity to develop a solid internal strategy amid doubts about their ability to operate as fully autonomous actors. For example, ALCI indicated its strategic plan for communication was incomplete because the CSSP could not help complete this task.¹⁴ Following the assessment and recommendations shared by CI experts, ISOs were asked to define a strategic plan for their region. When questioned about the relevance of this plan to support the CSOs, the president of Ennakhil stated that while the strategic plan helped develop a long-term vision, it did not set performance indicators.

The sustainability issue also relates to the general lack of resources that characterizes the Moroccan CSO environment, and, in part, prevents CSOs from enforcing behavior change.¹⁵ A representative of FAFM questioned the ISOs' ability to maintain the momentum of CSO mobilization after the program ended. Notably, FAFM's president referred to the lack of support for civil society: "Moroccan CSOs operate with volunteers," she said. "It is difficult to keep staff committed and motivated with limited resources."¹⁶ The CSO beneficiary survey results reflect this viewpoint. Sharing their view on the most significant problems facing CSOs in Morocco today, CSOs most often said lack of funding for organizations (28 percent), followed more distantly by poor CSO management (13 percent) lack of staff skills (13 percent), restrictions in the legal environment (11 percent), lack of public trust (8 percent), CSO relations with Moroccan authorities (7 percent), lack of advocacy capacity (7 percent), and competition among CSOs (7 percent).

USAID staff members also perceived a lack of continued commitment from the ISOs. In several instances, ISO staff members were not able to fully engage in a training program to the end. Also, lack of specialized human resources meant that the same one or two staff members from each ISO had to attend all CSSP training sessions regardless of theme (advocacy, communication, strategic planning, etc.). This resulted in training fatigue.

The ISOs also noted that the improvements achieved may not be maintained over time. Most of the CSOs worked at the micro-level. AMSED beneficiaries stated they received valuable support and gained a greater ability to participate in political processes. However, the evaluation team found that several petitions remained pending in 2020. During focus groups with direct CSSP grantees and ISO subgrantees, participants said they were frustrated because, despite the increased number of petitions, only a few were put on the city council's agenda. Several local CSOs stated that local commune representatives were not involved. However, it is important to note a petition can be adopted only if it is proven to be legally valid and passed by the city council's vote. Even if validated and passed, the petition can only be implemented subject to available funds.

This observation does not undermine ISOs' significant capacity to utilize participation mechanisms and efforts to mobilize their network. Focus groups with CSSP CSO grantees revealed that most CSSP-

¹⁴ It is important to note that, USAID is currently supporting ALCI to implement a communication strategy through TALM.

¹⁵ The process for applying for public funding eligibility or tax benefits is reportedly difficult. According to the Civil Society Organization Sustainability Index, only 229 CSOs in Morocco acquired eligibility status as of 2019.

¹⁶ In an interview, the President of FAFM explained that the HCP study on Moroccan civil society reports a general lack of professionalization among CSOs. Without qualified managers, CSOs lack the capacity to shift toward more professional modes of operation. For more, see the Civil Society Organization Sustainability Index (USAID 2019).

supported CSOs that initiated and promoted petitions are also members of the EEEOGA. Besides, most petitions are project proposals incorporated in the Community Action Plan (CAP). That the CSOs were able to navigate this combination of participation mechanisms demonstrated their high level of engagement and their ability to use the mechanisms, and highlighted their effective advocacy actions.

CONCLUSION

The evaluation found that CSOs that developed organizational capacities as a result of their participation in the CSSP moved organizations towards becoming actors of change. The CSSP also familiarized CSOs with mechanisms of democratic participation and made them aware of democracy issues.

The CSSP program enhanced ISO and CSO organizational management skills. CSSP capacity development, coupled with resources, enabled the “cascading effect” among the various program stakeholders. The CSSP learning model developed a process of collaborative local action by having ISOs teach CSOs, and having the organizations participate in implementing their newfound skills.

The cascade model provoked reflection on the issue of civic participation, resources needed, and the relevance of the strategic approach. It further contributed to developing a supportive organizational culture across Moroccan CSOs.

EVALUATION QUESTION 2 – CHANGING THE LEGAL FRAMEWORK

Evaluation Question 2(A): *What specific changes were CSSP and the ISOs able, or unable, to effect on the legal and regulatory frameworks at the communal, regional and national levels?*

The CSSP influenced the national legislative process for various laws affecting CSOs. Under Objective 2 and Outcome 2.1, the CSSP successfully implemented numerous initiatives at the national level to improve the laws relating to CSOs in Morocco. Although many other CSO advocacy initiatives from 2018 improved the legal environment for civil society, as we will see in EQ3, ICNL carried out a number of initiatives at the national level, particularly during 2016 and 2017, that helped enable CSOs to make changes in the law and increase public participation in the legal and policy making process. Most ICNL achievements supported adoption of laws through legal review, and supported the House of Counselors (HoC) to facilitate civil-society participation.

ICNL and CSSP final reports highlighted key ICNL achievements in advocating for legislative reform. Final texts of laws reflected several positive changes recommended by the CSSP. These amendments:

- Removed the requirement that submitters of motions be in good tax standing;
- Narrowed the scope of exceptions to the list of acceptable motion topics;
- Included the option of submitting motions electronically; and
- Required justification of the final decision on submitted motions.

Regarding the Right of Access to Information Law (2019), CSSP contributions were also taken into account, which:

- Removed the requirement that applicants justify their requests for access to information;
- Reduced the Government of Morocco's (GoM) initial response to information-access requests from 30 to 20 days;
- Required the GoM to justify in writing any extension of time needed to respond to information-access requests;
- Required the GoM to respond to information-access requests in urgent cases within three days; and
- Included the right to submit a complaint for applicants whose information-access requests were rejected.

Following the CSSP intervention method, ICNL conducted a legal analysis of the draft law, then presented results and recommendations during a workshop attended by representatives of the Moroccan parliament and civil society. For the two 2016 laws on petitions and motions, ICNL presented comments and recommendations during the Parliament Study Day and follow-on consultations with the upper house stakeholders.

Within the framework of the CSSP, INCL concluded an agreement of cooperation with Morocco's HoC to strengthen its capacities in the management and improvement of its relations with CSOs. ICNL mobilized highly qualified legal experts and helped assemble a working group to revise the HoC's internal regulations related to the HoC's relations with CSOs in general, and with the petitions and motions laws in particular. This working group became a coordinating body, enabling the CSOs to communicate better with HoC bodies, especially in matters of legislative proposals or memoranda emanating from civil society.

CSSP enjoyed robust engagement with communes and regional bodies amidst strong CSO mobilization. The CSSP invested significant effort towards putting into practice CSO participation mechanisms at the level of the territorial communities, especially the communes and the regions. This included the local advisory entities for plans in territorial communities, namely the CAP and Regional Development Plan (RDP).¹⁷

The CSSP contribution was significant and diverse. The program made an effort to intervene with all stakeholders by providing technical assistance to territorial communities and by supporting civil society initiatives. The CSSP established seven MoUs with territorial communities (five communes and two regions) between 2015 and 2016.¹⁸ While in the cascade model ISOs were defined as capacity-building channels to reach to local CSOs, they also embraced their ability to mobilize local civil society and

¹⁷ For a more detailed discussion of legal CSO participation mechanisms, please see the USAID/Morocco Civil Society Strengthening Program Desk Review (CSSP Desk Review), 2020.

¹⁸ The territorial communities selected (Commune of Fez, Commune of Tetouan, TTH and Marrakech/Safi Regions) corresponded to the intervention zones of three of five CSSP ISOs: ALCI in Fez, ACB in Tetouan, and Ennakhil in Marrakech. Although Forum Azzahrae and AMSED are based in Rabat, their activity area is not local, but national. USAID signed MoUs with the ISOs before the MoUs with the territorial communities.

engage with territorial communities directly. The CSSP also used the two grant mechanisms for CSOs to support the civil-society participation mechanisms.¹⁹

CSSP-supported CSOs established action and development plans in a participatory manner.

CSSP partner communes signed a total of five Memoranda of Understanding (MoUs),²⁰ and all the communes established an Entity for Equity, Equal Opportunities and the Gender Approach (EEEOGA) through a participatory approach involving CSSP-supported CSOs and elected members and civil servants of the communes. The supported EEEOGAs provided notices based on CAP analysis and also prepared recommendations for the communal councils.

The CSSP provided technical assistance to the communes through a five-stage support plan. The plan aimed to:

1. develop the CAP and the RDP;
2. establish and launch the EEEOGAs at the municipality level, the youth commission, and the economic affairs commission for the regions;
3. draft and circulate petitions;
4. partner with CSOs; and
5. exchange experiences.

A CSSP consultant provided technical assistance to the territorial communities on five steps. The establishment of advisory bodies and the development of the CAP/RDP were based on a participatory assessment and inclusive planning by sector/themes, according to each communes' responsibilities and attributes, as well as CSOs' area of interest. This methodology is familiar to most of the communes in Morocco; since the 2009 Communal Charter Law was adopted, communes had to develop former CAPs (previously called communal development plans) by hiring a consulting company to implement the participatory approach and organize consultation meetings with CSOs.

The CSSP can count the formal establishment of CSO participation mechanisms as a positive outcome. The processes leading to this achievement, however, differed from municipality to municipality. Moreover, ISO engagement, political engagement of commune leaders, and former experience with creating advisory bodies were key in determining how civil-society participation mechanisms were implemented, as revealed by the comparison between the Tetouan and Fez communes.

Tetouan Commune underscored what drives success of participatory mechanisms. In Tetouan, the Parity and Equal Opportunity Advisory Commission (CPEC) as well as the elaboration of the Communal Development Plan under the 2009 Communal Charter Law were deemed a success, due to strong involvement of ACB at that time²¹. The commune capitalized on and repeated the experience in 2016 side-by-side with ACB for the establishment of the EEEOGA and the elaboration of the Communal

¹⁹ These include the CSO Local Campaign Grants and the CSO Advocacy Coalition Grants.

²⁰ The communes were Fez, Tetouan, Temara, Safi, and Drarga. From IDIs with representatives of Fez and Temara Communes, and all the CSSP ISOs.

²¹ The Parity and Equal Opportunity Advisory Commission (CPEC) was the predecessor of the Entity for Equity, Equal Opportunities, and the Gender Approach (EEEOGA), and the Communal Development Plan was the predecessor of the Communal Action Plan.

Action Plan (CAP). This demonstrates a strong political willingness that was grounded in a climate of trust and dialogue between the municipality and CSOs. The choice of ACB as an ISO was critical for the CSSP; ACB is recognized as a legitimate actor by both local civil society and the Moroccan authorities concerned with matters related to people with disabilities and democracy. ACB fully claims its role as intermediary between both.²²

...while Fez Commune demonstrated the limits of participatory channels. In Fez, the situation was reversed. First, the commune did not succeed in setting up the CPEC during the 2009-2015 period. Fez, once historically a stronghold of the Istiqlal party, saw a reversal of fortune in the 2015 elections, following a Justice and Development Party victory. The new municipal team could not rely on past experience. The commune eventually managed to define the EEEOGA bylaw on its own before the CSSP partnership agreement was signed, but CSSP provided support in 2016 to establish the EEEOGA as well as to develop a procedure manual and upgrade the civil-society partnership mechanism.

The development of the Communal Action Plan (CAP), however, proved difficult in Fez. CSSP support and assistance could not be provided fully and in a timely manner as expected for two years. CSO focus group participants involved in the Fez EEEOGA (Massarat association) described the conditions as “political,” notably due to interference and obstruction by the commune council president and its majority. ALCI did not engage in the EEEOGA process in Fez,²³ thus preventing the CSSP from using its main lever for mobilizing CSOs, whereas in Tetouan engagement happened smoothly.²⁴

Despite these challenges, the CSSP provided technical assistance to the EEEOGA members already in place and succeeded in promoting supported CSOs (direct grantees) representing marginalized youth to the EEEOGA such as *Citoyens des rues* (Citizens of the Streets) or CSOs like *Association des Enseignants des Sciences de la Vie et de la Terre* (Life and Earth Sciences Teachers Association; AEVST), which advocated for environmental and waste-management issues.

In Temara, the whole process went smoothly despite the absence of CSSP ISOs operating there. Among the 36 members of the EEEOGA, six are designated from the Municipal Council. All the evaluation stakeholders considered this practice as antithetical to creating trust between local government and civil society. Moreover, the Commune experienced a deadlock with the governor in Rabat to pass the CAP. **In Safi**, the climate between civil society and the municipality is traditionally tense. Safi is known for its phosphate industry; the OCP Group, a large phosphate-mining firm, is the

²² Though not included in the USAID Memorandum of Understanding (MoU), ACB engaged with CSO participation mechanisms in Tetouan as part of a broader ACB democracy-promotion strategy. When interviewed, the ACB president did not hide the political orientation of the ACB, claiming the CSO belonged to the “progressive and leftist camp.” ACB is also a former member of the Parity and Equal Opportunity Commission (CPEC). ACB participates in what some consider militant activities, jointly with other organizations such as Saida Al Horra, on feminist or migration issues. ACB maintains a strategic dialog with the city council (comprised of Islamists) and with CSOs no matter their political affiliation. Consequently, the partnership between the CSSP and the Commune of Tetouan benefited from ACB engagement.

²³ This was due to political reasons given the city council is led by the PJD.

²⁴ ALCI and the CSSP offer two reasons for this lack of engagement. The first is strategic. According to ALCI, the ISO did not endorse engagement on the Fez EEEOGA's establishment as part of its strategy. In 2016, following enactment of regionalization laws, ALCI made a strategic shift from national to regional advocacy. But ALCI does not consider itself an association operating in the city of Fez and with municipal institutions. The second reason was deterioration of the ALCI-CSSP relationship during 2016–2018, due to misunderstandings around the perceived roles of ISOs and the CSSP regarding the MoUs with the territorial communities. ALCI strictly implemented the partnership agreement with USAID, which did not mention specific objectives relating to the formal establishment of the consultative entity, EEEOGA, in Fez. ALCI let the CSSP directly implement its agreement with the commune, and was not explicitly involved.

main employer in the region, and the target of social protests such as demands for access to employment, particularly around the social movement of unemployed graduates. Civil society was very involved in establishing the EEEOGA, but the CSSP found it difficult to channel and structure this participation, despite the engagement of CSSP grantees such as Forum de Safi. This resulted in an unwieldy situation with each CSO represented in the consultative body, which wound up with more than 80 members.

CSOs gave CSSP high marks for training on democracy, petitions, and project monitoring. As part of the CSO local campaign grants, three focus group participants from direct grantees shared their experiences with the campaigns and developing CAPs. Focus-group grantees unanimously praised CSSP financial and technical support to CSOs. Grantees also gave the CSSP high marks for the thematic training courses, particularly on participatory democracy and petitions. Grantees agreed, however, that the financial support did not last long enough, despite ambitious activities; the short funding period pressured CSOs to implement projects in too short a time, they felt.

Regional obstacles affected EEEOGAs and Regional Development Plans (RDP). The evaluation team noted that significant regional constraints made it difficult to establish EEEOGAs and develop and monitor the RDP.²⁵ The processes are entirely new for the region's elected officials and civil servants, unlike the communes, which have been obligated to establish such consultative bodies since 2009 under the Communal Charter Law. Also, because the territory covered is larger, the process takes longer and is costly; there are three civil society committees instead of one for the municipalities, and there are potentially more CSOs to mobilize, since few organizations operate regionally. Moreover, funding mechanisms are not mandated by law, and so it is challenging to finance their operations, as explained by CSSP grantee *Carrefour Associatif*, the representative of Tangier-Tetouan-Al Hoceima (TTH) and Marrakech-Safi regions.

CSSP interventions among its main stakeholders consisted of building the capacity of the regional consultative body members. The stakeholders interviewed had strong opinions about these members, who said consultative body members had very few ideas on participatory democracy, and even less on the role of the advisory bodies. The CSSP improved their *modus operandi* by establishing or revising the internal regulations validated by the territory and communities president, and by providing support for producing notices to the council. The CSSP also supported the territorial communities' elected officials and civil servants, in particular by developing a partnership strategy between the territorial community and CSOs. Indeed, the CSSP's ability to contribute to launching regional consultative bodies depended on whether the political environment made dialogue possible between the territorial community president and CSOs.

A case study of the TTH and Marrakech-Safi regions further illustrates the impact of political environments and other external variables on the CSSP development of participatory mechanisms (see Text Box 2 below).

²⁵ The CSSP signed two agreements—one with the TTH Region, the other with the Marrakech-Safi Region—and supported two grantees, Carrefour Association (a coalition grantee) covering three regions (Rabat/Salé/Kenitra, Oriental, and Souss Massa), and the *Association Jeunes pour Jeunes* (a local grantee), working on the youth body with the TTH and Marrakech-Safi regions.

While the case study above points to difficulties in the Fez Region, the evaluation notes that an unforeseen yet positive dynamic emerged between the CSSP and the Regional Council of Fez-Meknes. The council requested the CSSP's technical assistance to review its participation mechanisms, an effort that involved ICNL, ALCI, and grantees such as Massarat.

The CSSP contributed to the promotion and dissemination of capacity around the right to petition. The program intervened at all levels of the public-policy process, from supporting the adoption of laws at the national level to supporting CSOs petition initiatives at the local level. Importantly, all stakeholders interviewed deemed petitions an appropriate advocacy tool for local associations. *Association Jeunes sans Frontières* (Youth without Borders Association) delivered four petitions in Azrou. REDAK network delivered 12 petitions through its members on environment issues in the city of Khemisset. Only one CSO received a refusal for noncompliance with the law. The *Direction Générale des Collectivités Territoriales* (Local Governments Department) of the Ministry of Interior (DGCT) published a study in 2020²⁶ on the use of petitions, which confirmed the trends identified in the evaluation's desk review. The DGCT study indicated that since 2016, territorial communities filed 212 petitions; of these, 166 (78 percent) were filed by CSOs. Of all the petitions presented by CSOs, half were legally validated.

From a legal perspective, validation of petitions is one result, but having the petition discussed in the city council is even more significant. As mentioned in the discussion of EQ I above, during focus groups with CSSP and ISO subgrantees, participants said they were frustrated because despite an increased number of petitions, the city council put only a few on the agenda. Focus groups with CSSP CSO grantees revealed that most of the CSSP-supported CSOs that initiated and promoted petitions are also members of the EEEOGA. Most petitions were project proposals that CSOs asked to have incorporated in the CAP. The CSOs were able to use a combination of participation mechanisms, which demonstrated both their high level of engagement and their ability to use the mechanisms, and also highlighted their effective advocacy actions. Though 57 percent of CSO survey respondents did not participate in drafting a petition that was sent to Moroccan authorities, 43 percent did.

The CSSP encouraged use of the petition tool for learning among dozens of associations. However, the petitions usually came in the form of a project that, even if discussed in councils, was added to the list of projects for the CAP or RDP, and thus had to wait for funding in order to be implemented.

²⁶ DGCT. 2020. "Local participatory democracy: The case of petitions submitted to local authorities."

Text Box 2.**Successful civil-society participation mechanisms: Factors for the creation and operation of advisory entities at the regional level The Case of the Tanger-Tetouan-Al Hoceima (TTH) and Marrakech/Safi Regions**

The CSSP signed agreements in 2016 with the TTH and the Marrakech-Safi regions. The agreements and the technical assistance provided by the CSSP were similar, based on capacity-building and on formalizing the entities' operating procedures and the partnership between the region and civil society, particularly with regard to the region's grant mechanism to the CSOs. A brief case study was conducted in order to identify and better understand the creation and functioning of advisory bodies at the regional level, beyond the technical assistance provided. This case study was based on the triangulation of the data collected during the desk review (ISO project reports), plus interviews with representatives of the two regions, the CSSP staff in charge of monitoring partnerships with the Communities, and both ISOs in the TTH and Marrakech regions. The team identified four key factors: (a) regional political leaders' willingness to engage in dialogue with civil society, (b) structured local civil society, (c) ISO engagement, and (c) engagement of international organizations and donors (other than USAID).

While the political commitment of the TTH Region was initially strong, as evidenced by the tripartite agreement between CSSP, the TTH Region and ISO ACB, the Hirak protest in the Rif provinces destabilized the conditions for fruitful dialogue between territorial communities and civil society. Following the resignation in 2018 of the TTH Region president, the early election of a new president in 2019 was marked by a greater openness towards the youth, as evidenced by IDIs with the Advisor to the President and the CSSP grantee, and with Youth for Youth Association (*Association Jeunes pour Jeunes*; AJJ), who worked on the youth body of the region. In Marrakech, despite continuous pledged commitments to the CSSP from the region, the advisory bodies created in 2017 and activated in 2019 remained rather dormant for the duration of the project.

With regard to a structured civil society as a precondition to successfully establish a participation mechanism, note that a North Morocco CSO network has been active for the past ten years, mainly on issues of human rights, including women's and migrants' rights. We could not identify a similar network in the Marrakech-Safi Region. In terms of participatory democracy, the TTH region seems to have benefited from a more dynamic civil society, as shown by the successful experience of ACB in Tétouan, but also the experiences of other CSOs in Tangier supported by the CSSP through the grant mechanism, such as Ibn Batuta Center.

While the TTH Region benefited from the ACB's experience and leadership at the regional level (it was a member of the North Morocco CSO network), Ennakhil did not have as experienced leadership as ACB or even ALCI in Fez, due to limitations in CSO mobilization capacities. The CSSP, however, was able to rely on the *Handicarrefour* coalition to ensure better inclusion within regional bodies of Marrakech.

Finally, we should take into account international organizations' level of engagement. The TTH Region, compared to Marrakech, hosts many more international programs that support participatory democracy. While this may raise questions about the efficiency of international aid coordination, the presence of programs nevertheless helps stimulate and mobilize local actors and strengthen their skills, as confirmed by evaluation focus groups and interviews with TTH representatives.

Even though the TTH Region presents favorable conditions that support the participatory democracy process, it appears that the ACB (despite its decisive engagement), the CSSP, and other CSOs, did not succeed in having the proposal to regulate regional funding to CSOs validated in the territorial communities-CSO partnership strategy.

Evaluation Question 2(B): *In cases where CSSP/ISOs were unable to significantly affect a change, why was this the case, and what could have been done to improve effectiveness? What other actions could CSSP/ISOs have taken to support citizens'/civil society participation at the national, regional, and communal levels?*

Technical assistance provided to the communities (communes or municipalities, plus regions) cannot be limited to the formal establishment of mechanisms compulsory by law. The CSSP did not appear fully aware of the political factors that determine the operationalization process.²⁷

Political factors such as local leadership's receptivity to engagement are key. Political factors shape conditions for setting up and launching consultative bodies. The attitude and political engagement of the territorial community president help determine the success or failure of participation initiatives, as does trust or distrust between elected officials and CSOs.

The method of selecting members for participatory entities also matters. The methods the territorial community president employed when selecting the members of the participatory bodies are also critical for implementing the participatory process. If the president himself selects members, then the body will tend to be an empty shell, as already highlighted in the Evaluation Desk Review.²⁸ If the CSOs select members to represent their constituent communities, there is greater potential for the body to play a substantive role in decision-making.²⁹

A dynamic civil society and ISO leadership also influence participation mechanisms. The third political factor central for activating CSO participation is the presence of a dynamic local civil society and the presence of leading CSOs, as indicated also in the CSSP ToC. The case of Tetouan, and the TTH Region as a whole, illustrates this well – as do the counterexamples of the Municipality of Fez and the Marrakech-Safi Region. An ISO's ability to fulfill its function as a transmitter of knowledge is critical from the implementing partners' point of view, as it is difficult for them to mobilize local civil society on their own means, due to limited community connections. Equally important is ISO leadership in helping to

²⁷ Consultative bodies can be considered operational when they are able to carry out their role of representing civil society, and participate in an independent manner in the development and monitoring of public policies of the territorial community. This entails participation in the development and monitoring of development/action plans, but also production of advisory notices, based on public data collection and analysis. Such production can either be solicited by the council or come from the body initiatives, depending on internal bylaws.

²⁸ The desk review notes that several studies produced a rather negative assessment of the experiences of consultative bodies and the drafting of CAPs, since the 2009 Communal Charter Law. Regarding Moroccan women's participation, a 2015 UN Women study shows that "local consultation bodies are not created systematically, and when they are, a women's representation is low". In addition, an examination of CAP development indicates, "the participation of women is often limited to the formulation of needs in terms of basic infrastructure and not of practical and strategic needs specific to gender." Finally, "the promotion of gender equality and women's rights is not considered a priority in programmatic actions." Other studies (Tainturier, 2017b) also point out that the establishment of the EEEPEOGA is often formal, merely meeting a legal obligation (e.g., the validation of CAPs is conditional on their validation by the EEEPEOGA). It is generally controlled by the commune president, whether for the designation of members (the creation of organizations to allow the representation of women and people that are close to the mayor) or for the development of the EEEPEOGA internal regulations. See USAID/Morocco Civil Society Strengthening Program Desk Review, p.15.

²⁹ All stakeholders interviewed during this evaluation—representatives from the CSSP, territorial communities, DGCT, ISO, and grantees - mentioned in many cases, particularly in the regions, that some of the body members are appointed by the community president out of pure legal obligation. In other cases, the president intervenes in the selection by placing allied CSOs (sometimes created for the occasion) or elected officials on the bodies. This occurs if relations with the opposition are tense, or when there is strong political polarization within local civil society, leading in both cases to significant exercise of control over advisory bodies by the president. Still, in all the positive experiences, as in Tetouan, Souss Massa (*Carrefour Associatif*), or in Fez to a certain extent with the experiences of *Citoyens de la Rue*, one of the success factors is the initial openness and willingness of elected officials to engage in dialogue with civil society groups.

structure CSOs according to sector/theme (e.g., disabled persons) so that they can effectively interact with elected officials. In the absence of such intermediary organizations, CSOs face reluctance and distrust from elected officials wary of civil society. In addition, the gathering of CSOs into networks and coalitions would take much longer and require greater support, especially at a regional level, without the stewardship of ISOs.

The implementation of CSO participation mechanisms within local government in Morocco seemed to depend on the capacity of CSOs and ability of the advisory bodies (in which CSOs are represented) to monitor the implementation of CAPs and RDPs. Naturally, financial resources allow the advisory bodies to operate. However, advisory bodies cannot partner with external organizations. To dodge this restriction, in some cases,³⁰ the EEEOGA presented itself as a CSO; in others, CSOs served as cash conduits in international cooperation projects.³¹

Lobbying and proposal financing determine support. The ability of local actors (including CSOs, elected officials, and civil servants) to monitor the implementation of CAPs and RDPs influences whether a plan is accepted. According to the stakeholders interviewed (confirming previous Desk Review findings), the plans are presented in a project catalog for eventual financing, and include the total budget amount and the expected financial and technical partners.³² Depending on the territorial community's administrative responsibilities (including shared ones), the president, elected officials, and CSOs promote those projects to ministerial departments, national institutions, regional development agencies, and international organizations. Funding for projects is uncertain. As most commune budgets are dedicated to salaries,³³ most of the projects listed in the CAPs and RDPs require state investment and funding. Local actors have little control or information on the administration and budget process of ministries, nor are they aware of the trade-offs made by the Ministry of the Interior and the Ministry of Finance within the GoM. As a result, the level of plan implementation is generally low,³⁴ and is dependent on the political ability of the president to obtain funding for his community.³⁵

There are very few policy-implementation data available from the territorial communities; thus, elected officials and CSOs have little data for monitoring. CSOs, furthermore, have scant expertise in the right of access to information and public policy analysis that would enable them to monitor CAPs, RDPs, and commune and region budgets. Some CSSP-supported organizations are clearly committed to participatory budgeting (Ibn Batuta in Tangier) or regional budgeting (ALCI), but they focus more on spending than on funding modalities.

Knowledge deficits persisted around equity and gender approaches. Interviews with territorial communities and the DGCT showed that issues of the EEEOGA still suffer from a knowledge deficit

³⁰ For example, Oriental, as reported by coalition grantee *Carrefour Associatif*.

³¹ For example, Tangier, as reported by the TTH Region Counselors and the EU Civil Society Support Program Manager.

³² Discussions with implementing partners, the territorial community representatives, the DGCT, as well as CSSP grantee focus groups. In terms of the CAP, the communes play a leading role in identifying the development needs and priorities of their territory (Tainturier, 2017b). However, CAPs are presented as a long list of projects to be funded. The communes have only shared power over CAP implementation. Indeed, implementation is mainly the responsibility of devolved external services of the state and specialized agencies (e.g., Development Offices or the Entraide National). The limited number of projects funded under the communal plans since 2008 tends to undermine the credibility of the participatory approach among citizens (p. 16).

³³ Interviews with CI, Partner Territorial Collectives, and DGCT.

³⁴ Interviews with CI, Partner Territorial Collectives, and DGCT.

³⁵ The case of the CSSP grantee Centre Sayess is particularly illustrative, as it deals with the lack of education infrastructures in Taounate Province. The grantee petitioned the city council to advocate at ministerial level during the budgeting process.

among elected officials, especially regional ones, who have not benefited from former experience with participatory democracy mechanisms at the communal level or received trainings in this area.

Many of these dynamics point to complexities of CSOs' operational environment. Two-thirds (67 percent) of beneficiary CSOs surveyed said that conditions facing CSOs in Morocco are generally poor, although around one-third (31 percent) said the opposite. Against the backdrop of these sentiments, half (55 percent) of CSOs, nonetheless, said they believed that conditions have improved for Moroccan CSOs over the last few years, while fewer (36 percent) see no change, and nine percent say conditions are worse.

CONCLUSION

Elected officials' lack of awareness of Entities for Equity, Equal Opportunities, and the Gender Approach (EEEOGA), particularly at the regional level, suggests that more education is required. At the national level, however, the CSSP successfully promoted numerous initiatives that improved the legal framework relating to CSOs in Morocco, with noteworthy achievements for partner ICNL in advocating for changes in the Right of Access to Information Law and other legal reforms. The amendments benefit Morocco's entire civil-society sector.

CSSP engagement with communes and regional bodies was robust through strong CSO mobilization. CSOs applied participatory mechanisms in CSSP program communes and the regions. The CSSP also established a number of MoUs with territorial communities.

While CSSP assistance to ISOs was central for establishing participatory mechanisms in communes and regions, the examples of Tetuoan and Fez communes remind us that different factors may determine the success of these mechanisms in different locales. ISO engagement, political engagement of commune leadership, and former experience with creating advisory bodies are key factors that determine whether civil society participation mechanisms are created and implemented, as the comparison between the communes revealed.

CSOs gave CSSP high marks for training on democracy, petitions, and project monitoring. The CSSP favorably contributed to the promotion and dissemination of knowledge around the right to petition.

EVALUATION QUESTION 3 – ADVOCACY CAMPAIGNS

Evaluation Question 3: *Of all the CSSP/ISO-supported advocacy campaigns, which campaigns and advocacy methods were most effective, and why? Which campaigns or advocacy methods were least effective, and why?*

The CSSP supported the advocacy initiatives of eight coalitions. Coalitions the evaluation focused on are: the Civil Coalition for the Mountain (CCM); the Moroccan Coalition for Volunteerism (MCV); and the Movement of Initiatives for the Reform of the Law of Associations (MIRLA).

CCM and MCV are national coalitions formed before the CSSP was launched. They are composed of dozens of associations and individual members throughout Morocco. The CSSP Coalition Grant mechanism (coalition grantees in the direct support model) supported both coalitions. CCM and MCV have similar profiles; they are CSO networks whose leading organizations are small associations located in small towns in rural areas: Boulemane (CCM) and Jerada (MCV). These coalitions were developed

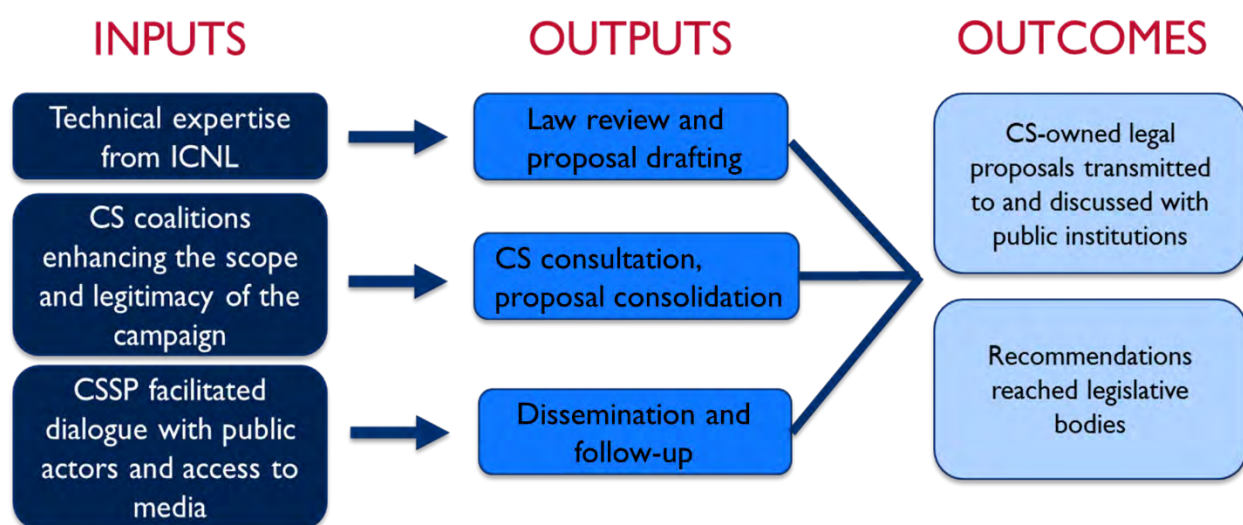
gradually under previous support programs for Moroccan civil society, such as the French effort *Programme Concerté Maroc* in the case of MCV; and Oxfam, in the case of CCM. The CSSP support was a continuation of this previous assistance, and related to the implementation of advocacy campaigns.

- The MCV sought to develop a law on volunteering, which distinguishes between volunteers as members of nonprofit organizations who elect their representatives, and volunteers as individuals engaged in civic activities that are sufficiently specific and limited in time so as to be remunerated.
- The CCM promoted the adoption of an “Integrated Mountain Law.”

The MIRLA coalition, by contrast, was founded in 2018 by the CSSP ISOs and supported by CSSP. The coalition was not planned. Rather, it grew from the ISOs’ realization, following their participation in CSSP-supported trainings and advocacy actions that they could mobilize in a more strategic way. For CSSP and USAID, this was an opportunity to put their vision of the ISO into practice and translate increased capacities into action.

Advocacy campaigns consisted of the production and dissemination of memoranda or legislative proposals intended for decision-makers, parliamentarians and members of government (e.g., the General Secretariat of the Government) as well as the media. Figure 2 below depicts the memoranda strategy, a widespread and particularly effective method.

Figure 2. The Memoranda Strategy



CSSP support to CSO-led coalitions contributed to advocacy campaign effectiveness. Advocacy campaigns used a participatory approach, namely consulting with and mobilizing local CSOs. Evaluation results show that beneficiaries believed that advocacy education and participation in national campaigns were crucial and beneficial, since they contributed to reinforcing both the coalition and its members’ capacity to launch more effective advocacy campaigns.

Asked in the survey which single CSSP activity benefitted their CSO the most, CSO participants most often said training (35 percent), followed by advocacy campaign support (22 percent), and

communication and engagement on public policy (17 percent). Furthermore, 29 percent identified advocacy techniques as the skills area where their CSO made the most progress as a result of participating in the CSSP, while smaller percentages said evaluation of public policy (14 percent) or strategic planning (8 percent). Underscoring these findings, 88 percent of CSO believed they are better equipped to conduct advocacy campaigns since their participation in the CSSP.

The CCM and MCV coalitions benefited from training, but timing also can play a role in presenting opportunity. The two coalitions – CCM and MCV – were ultimately successful, in that parliamentary groups received their legislative proposals favorably. The MCV’s proposal went further in the legislative process for the 18.06 Law on Voluntarism. The proposal was validated by an inter-ministerial committee, which included the Ministry of Youth and Sports and the Ministry in Charge of Relations with the Parliament and Civil Society.³⁶ The proposal was then deposited with the general secretariat of the government. MCV followed up with the Ministry in Charge of Relations with the Parliament and Civil Society during a Rabat Seminar with Media at the end of 2018, but the final legislative text has still not been proposed by the Moroccan government nor voted on by the Parliament, as confirmed by the evaluation team’s interview with the Head of the Governance, Monitoring and Activity Support Division within the Civil Society Relations Department of the ministry.

CCM feared the risks of political exploitation of its document and fueling competition between parliamentary groups. CCM finally presented its proposal as a popular initiative through the petition mechanism. An extension of the project with the CSSP would have been necessary for that purpose, especially for collecting the signatures, and so signatures could not be obtained due to the closure of the CSSP. According to USAID, at least two parliamentary groups presented the parliament leadership with the same draft law after CCM’s initiative.

The two coalition initiatives experienced varying success due to the timing of the volunteering issue as a national concern. The issue has been advocated for a long time, notably by the MCV since 2014. It was integrated in the national dialogue led by the Government,³⁷ promoted by the Ministry in Charge of Relations with the Parliament and Civil Society,³⁸ and then put on the Moroccan government agenda, which led to the drafting of the Law on Voluntarism. Through the CSSP, the MCV joined MIRLA’s taxation campaign during the process to pass the 2019 financial law. In contrast, the issue of mountain regions, as a matter of public policy concern, was not yet on the government agenda, and so the challenge ahead for the CCM lies with bringing attention to this issue.

MIRLA advocacy efforts also bore fruit that helped all Moroccan CSOs. The MIRLA coalition also stands out due to the very strong capacity of its members, namely the five ISOs, and the effectiveness of the coalition in structuring its actions. This division of labor and the method described in Figure 2 above proved particularly effective, as evidenced by MIRLA’s ability to produce memoranda on a large number of legislative processes: review of the Decree on Associations in 2018; the Public Consultations Law; the

³⁶ In 2019, this ministry became the Ministry in Charge of Human Rights and of relations with the Parliament.

³⁷ In 2013, the government took the initiative to launch a national dialogue on civil society, conceived as a mechanism to promote a national debate on issues relating to civil society and pave the way for a long-term partnership between civil society and the state. A certain number of CSOs boycotted this national dialogue, however. They instead joined what was called “The Dynamics of the Appeal of Rabat.” CSOs considered the national dialogue initiative a unilateral step by the government, which, in the CSOs’ view, intended ultimately to keep CSOs under state control, as evidenced by government declarations of suspicion towards CSOs benefiting from foreign funding.

³⁸ Interview with the Ministry’s representative.

Public Fundraising Law; and the Budget Law in 2019. MIRLA also led a joint campaign on volunteering with MCV, as seen above. After passage of the 2019 budget law, which was owed in part to MIRLA's advocacy and lobbying, MIRLA realized the most progress. Now, most of the associations, under certain conditions, can benefit from tax-exempt donations.³⁹ Also, there are now exemptions for CSOs working to protect the right of people with disabilities not to pay taxes and duties on imports of various goods and equipment. With USAID support, ISOs continued to advocate for a more beneficial taxation for CSOs in the FY2021 budget law. According to a USAID program officer, several amendments promoted by the ISOs were accepted by the government.

CONCLUSION

Evaluation results indicated that CSSP-supported campaigns and advocacy methods conducted at the national level proved effective. The use of coalitions appears to be important for the success of any national advocacy campaign, as they generate attention and provide legitimacy to campaign proposals.

Technical assistance offered by ICNL for analysis and formulation of public policy added value. This assistance improved the quality of advocacy campaigns, and also the capacity of coalitions and their members.

Joint action to strengthen the capacities of Moroccan parliamentarians in the HoC and to support CSO lobbying efforts with parliamentarians also contributed to the success of advocacy campaigns.

It is essential and more effective to support advocacy campaigns that are clearly defined and planned according to the public-policy cycle and the government agenda. Otherwise, the agenda-setting processes are very long, with uncertain outcomes. Memoranda can be instrumental tools in this context. Greater effort should be made to strengthen CSO-led coalition capacities in knowledge production, particularly in thematic and policy-oriented studies.

EVALUATION QUESTION 4 – INCLUSION

Evaluation Question 4(A): *In terms of inclusion and access of population segments, what factors have enabled or hindered effective engagement of women, people with disabilities (PWDs), and marginalized youth?*

The CSSP addressed the inclusion and engagement of women, marginalized youth and people with disabilities.

Direct CSSP support and mobilization increased participation of key target population segments. Participation of women, youth, and people with disabilities improved due to the CSSP's strategic orientation, which focused on the implementation of the legal CSO participatory mechanisms, especially of those advisory bodies whose inclusion objective is enshrined in the name, "Entity for Equality, Equal Opportunity and Gender Approach" at the commune and regional levels, as well as in Youth Commissions at the regional level.

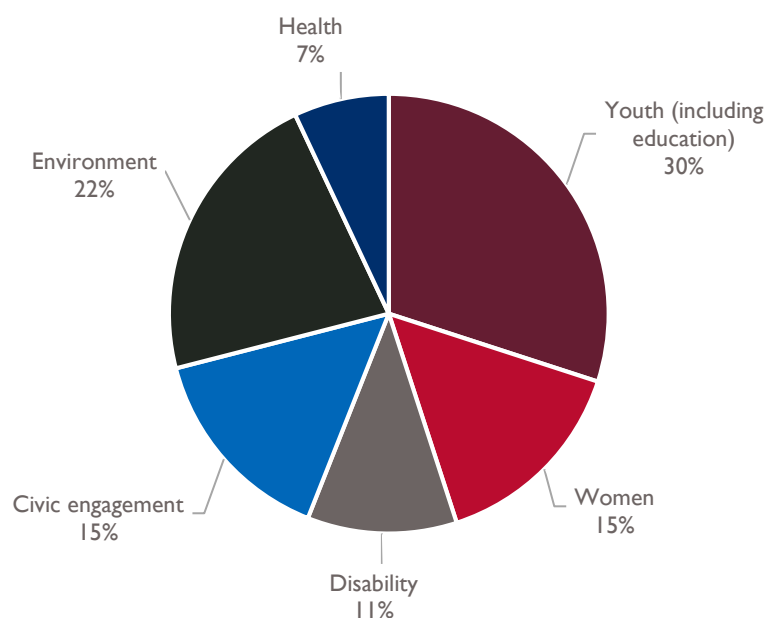
CSO selection is also inclusive and diverse in issue-area focus. The second form of inclusion is found in the selection of beneficiary CSOs, most of which serve and defend the rights of these three

³⁹ See <http://www.counterpart.org/stories/moroccan-civil-society-wins-tax-relief-for-its-new-role/>

population groups. In the case of the five ISOs, two are feminist organizations (Ennakhil in Marrakech and Forum Azzahrae in Rabat), and one is a leading national and regional CSO, advocating for the defense of the rights of people living with a disability (ACB). Also, the CSSP established two grant mechanisms directly supporting CSO initiatives targeting issues germane to women, youth and people with disabilities. Also, a large number of the grantees comprised CSOs that led or engaged women, the youth, and people living with a disability.

From Figure 3 below, we see the number of initiatives or CSOs linked to women and people with disabilities is relatively low (15 percent and 11 percent, respectively), while thematic advocacy initiatives around youth account for 30 percent of initiatives supported. A fair portion address issues around the environment (22 percent) and civic engagement (15 percent), but fewer related to health (7 percent).

Figure 3. Theme Distribution of CSSP CSOs



Among CSSP beneficiaries, 83 percent of the CSO survey respondents reported their organization is engaged in the defense of the rights of marginalized populations. Although women, youth, and people with disabilities constitute USAID and CSSP priority population segments, the CSO beneficiary survey shows other categories are covered by the supported CSOs, such as children (orphans and street children), migrants, elders and disease-affected elders, as well as populations from mountainous areas.

The CSSP integrated crosscutting approaches to inclusion, offering training on gender approaches to all program stakeholders, as evidenced by the monitoring figures in Table 3.

Table 3. Final and Target Results for Gender Training

	TARGET	FINAL
Number of people receiving gender-related training as a result of USG-assistance (CC-8)	280	152

After training, the CSSP encouraged partner CSOs (ISO and grantees) to define and implement strategies that are inclusive with regard to the three key population segments within the framework of their participation in the consultative bodies of the territorial communities. The CSSP also trained partners to implement activities that take into account the unique specificities of these groups in terms of their behavior, access to activity, scheduling, and voicing.

CSSP CSOs included gender representation in activities. CSSP activity reports, IDIs with ISOs, and focus groups with grantees indicate that program partners integrated the program's principle of gender inclusion, by ensuring parity between men and women for participation of beneficiaries in activities.

However, women and youth remained underrepresented in program CSOs, especially in leadership positions. To understand representation of women and youth in CSSP-supported CSOs, the evaluation team used select data from the CSSP database provided by the CI team. Specifically, the team analyzed data relating to gender and youth categories for the individuals that comprised the beneficiary organizations of the program (see Table 4).

Table 4. Representation of Women and Youth within CSSP CSO Partners

	ALL CSSP CSO-AFFILIATED INDIVIDUAL MEMBERS		CSO BOARDS (PRESIDENT, VICE-PRESIDENT, SECRETARY, TREASURER, BOARD MEMBERS)		CSO CHIEF EXECUTIVE OFFICER (CEOS)		CSO STAFF (OFFICER, COORDINATOR, MANAGER, DIRECTOR)	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Total Women & Men	3,480	n/a	1,641	n/a	732	n/a	278	n/a
Women	1,291	37%	550	34%	181	25%	112	40%
Total Youth	2,687	n/a	1,189	n/a	519	n/a	233	n/a
Youth	791	29%	256	22%	66	13%	52	22%
Young Women	378	48%	96	38%	15	23%	36	69%

The CSSP reached 3,480 individuals affiliated to 500 partner CSOs. Women represent 37 percent of this group and youth 29 percent. These figures appear relatively low, based on what the evaluation team learned about the program, which specifically targets women and youth issues and CSOs that engage or that are led by youth and women. Gender parity exists among youth, however, the available data show.

There is some variation in representation of women and youth in partner CSOs by category.

- In the “CSO Members” category, women represent 34 percent. Young people are noticeably under-represented, as are young women.

- This underrepresentation of women, youth and young women is even more pronounced with regard to top CSO leadership (Boards and CEOs).
- Conversely, women are over-represented in the CSO employee pool, in particular, among young employees, two-thirds of whom are women.

The evaluation draws several lessons from the Table 4 figures.

- First, youth and women are represented in CSSP-supported CSOs in program execution and sometimes management activities, rather than in key leadership positions.
- Second, youth underrepresentation may be linked to common practices of voluntary and unpaid engagement with CSOs. As in similar types of organizations (unions and parties), older people with established incomes and more free time to dedicate to organization activities (retirees) find it easier to participate.
- On the other hand, the overrepresentation of youth and women in salaried positions in CSSP CSOs shows that their involvement in such civil society sector bodies may, at least in part, contribute to challenges these segments face in integrating into the labor market.
- Finally, the underrepresentation of women in leadership positions, regardless of socioeconomic status and age, underscores the obstacles and difficulties women still likely face in achieving power in various sectors.

EVALUATION QUESTION 4(B): *What adaptations might produce enhanced and scalable outcomes (particularly among these three groups) in future programming? What questions or themes would be most advantageous to include in a learning agenda for future research/assessments (particularly among these three groups)?*

An initial series of adaptations in CSSP future programming concerned the targeting of supported CSOs in connection with the three priority population segments: women, marginalized youth, and people living with disabilities.

CSO grants, combined with delineating group needs and interests more specifically for more effective advocacy and engagement, may improve outcomes. As discussed previously, CSO initiatives supported through CSSP grants and technical assistance to enhance participation of these three core segments, represented cumulatively just over half (56 percent) of all program initiatives supported. In addition, these initiatives focused almost exclusively on helping people in these segments achieve representation and participation on the consultative bodies of local authorities, but the initiatives did not appear to factor the practical and specific needs of these groups. As such, these segments were far too broadly delineated and defined.

Adaptive measures that increase scalable outcomes for these groups could include:

- Increasing the proportion of grants awarded to CSOs and initiatives that meet specific groups' needs and that also defend the rights of women, youth, and people with disabilities.

- Breaking down population segment interests into sub-themes or areas of need to diversify the funding opportunities that best meet CSOs' needs and advocacy strategies. Supported strategies and initiatives – using the same CSSP methodologies – would then focus more on issue- or sector-specific public policies that might involve relevant Moroccan ministries, such as the Ministry of Solidarity and Social Affairs or the Ministry of Youth, Sports, and Culture.

EU models may provide examples for future programming. The European Union's (EU's) *Moucharaka Mouwatina* program, which incorporates three priorities each for the target groups of women and young people, demonstrates how a sub-themed approach might work.

- For women, the program focused on development of economic activities, combatting violence against women, and political participation.
- For youth, the program focused on alignment of youth-group interests with the priorities of Morocco's National Integrated Youth Strategy (SNIJ), including professional integration of young people and political participation.

A second series of adaptive measures relate to the participation and representation of target population segments in the consultative bodies of territorial territories.

Enhanced partnerships with the General Directorate of Territorial Communities (DGCT) and the communities themselves, plus training, could increase awareness and thus increase representation of women, youth, and people with disabilities. The CSSP suffered from another major limitation that may require adaptation, namely elected officials' and local civil servants' lack of knowledge on inclusion, equity, equal opportunity, and gender issues. This was reported to the evaluation team as much by the CSO partners as by the representatives of the territorial communities and the DGCT. The DGCT's representative stressed in IDIs that regional councils have an obligation to define a training plan for civil servants, and that the DGCT was also collaborating on capacity-building with the Associations of Elected Officials.

Additional adaptive measures worth considering are strengthening the CSSP partnership with the DGCT, and facilitating the CSSP partnership with the territorial communities to establish consultative bodies and train civil servants within the framework of regional training plans. The partnership with the DGCT could easily provide training programs for elected officials at the municipal, provincial, and regional levels, working with national CSOs. Partnerships with the DGCT, however, should be complemented also by more bottom-up locally driven strategies and by approaches that address systemic obstacles to inclusion and participation (i.e., the limited autonomy of communes), as approaches in Morocco tend to be top-down with the top mandating approaches to local government.

CONCLUSION

In addressing goals of inclusion, the participation of women, youth, and people with disabilities improved due to the CSSP's strategic orientation – an emphasis that focused on implementation of the legal CSO participatory mechanisms, especially of those advisory bodies whose inclusion objective is enshrined in the name: “Entity for Equality, Equal Opportunity and Gender Approach” in communes and regions, as well as Youth Commissions at the regional level.

Program CSO selection was also inclusive and diverse in issue-area focus. However, available CSSP program data suggested that women and youth are underrepresented in leadership positions within CSSP CSOs and are overrepresented in staff positions.

Certain adaptations might produce scalable outcomes for the CSSP. Initiatives focus almost exclusively on increasing the representation and participation of women, youth, and people with disabilities in the consultative bodies of local authorities. However, efforts did not appear to factor the more practical and specific needs of these groups. A future program could break down interests into sub-categories for effective advocacy. Increasing the proportion of grants awarded to CSOs and initiatives that meet specific groups' needs and that also defend the rights of women, youth, and people with disabilities might also produce scalable outcomes.

EVALUATION QUESTION 5 – THE THEORY OF CHANGE

Evaluation Question 5: *Are the CSSP's theory of change and assumptions valid? If not, why? What programmatic adaptations would be necessary to effectively scale-up increased civic participation in future programming?*

According to the CSSP's ToC, described in Section 2, expected change – increased, purposeful, and effective participation of CSOs in public policy process – derives from two determinant factors: (1) a core number of leading CSOs engaged in the public policy process acquiring a clear vision and strengthening CSOs' organizational capacities; and (2) greater mechanisms for civic participation in governance are institutionalized.

To analyze the validity of the ToC, we must assess the extent to which the theory's relationships are causal and whether expected change occurred, also taking into account external circumstances such as assumptions.

ISOs grew from organizational development, and helped enhance local CSO capacity, but the causal link between the organizational development of ISOs and CSOs and their participation in the public-policy process is not readily apparent. Evaluation results suggest that ISOs benefited from an intense program of organizational development that increased their skills in the areas covered, as mentioned. ISOs also strengthened local CSOs by adjusting and using the approach from which they benefited. Organizational development is aimed toward professionalization processes, resulting in the capacity to manage international development funds, deliver services, and communicate regarding project activity. It is essentially focused on results-based management.

As for engagement in political processes, ISOs increased and improved CSO participation in public decision-making in two ways. Regarding petitions, ISOs contributed to increasing CSO participation through skills transfer and financial support, resulting in an increased number of petitions. Concerning MIRLA, although unexpected and after a period of stalled ISO-CSSP relations, MIRLA emerged to lead the ISOs to design and implement joint advocacy campaigns based on consultation among a large number of organizations.

The advocacy outcomes around the political process mentioned above, however, were not the result of organizational development support; they might have been achieved without it.

The possible disjuncture between organizational development support and CSO participation in public policy processes is particularly evident in the case of ACB in Tetouan. ACB's Index scores (both on the CSSP and USAID indices) are among the weakest of all ISOs. In interviews, moreover, USAID and CSSP representatives considered ACB among the weaker organizations in the area of professionalism. Yet, ACB appeared to be one of the most successful CSOs in terms of advocacy, and did well in performing its ISO role, both as an intermediary between CSOs and territorial communities, and in mobilizing CSOs for local and national advocacy campaigns.

Still, the CSSP cascade model proved instrumental in reaching, stimulating, and supporting local CSOs and initiatives. Despite positive outcomes from ISO-to-CSO engagement, the low number of CSO subgrants, combined with the short activity-implementation time, only allowed financial support for “one-off” CSO activities. The evaluation suggests that the main virtue of the cascade model lies in its ability to enable supported CSOs to put skills transferred by the ISOs into practice, following a “learning-by-doing” approach. Partnership agreements between USAID and ISOs reflected the “leading organization” function, as the vital objective of mobilizing CSOs guided the agreements. Significantly, 88 percent of beneficiary CSOs surveyed had a chance to use their skills after their CSSP participation, with 93 percent saying they had done so “sometimes” or “often” for a project.

At the local or regional level, the use of the cascade model by ISOs enabled ISOs diversification of their existing CSO networks, by targeting other territories (e.g., ALCI in the Oriental Region), or other target groups (e.g., AMSED and people with disabilities or FAFM and youth). The evaluation found that local CSOs that integrate into larger CSO networks connected to other international cooperation programs develop greater credibility in their relationships with government authorities and territorial communities. According to the beneficiary CSO survey, 83 percent of CSOs said they strengthened ties with a network “a great deal” or “a fair amount” as a result of their involvement with the CSSP. Although the cascade model produced positive outcomes for CSOs, the model, at the same time, tended to lead to a loss of visibility for the CSSP and USAID on the actions undertaken by the local CSOs at the end of the cascade.⁴⁰

In terms of support to civil society, the ToC focused on the cascade model, and did not explicitly take into account direct support to CSOs through advocacy grants (CSSP Outcome 1.2). CSO beneficiary survey results showed that financial and non-financial support provided to the grantee coalitions catalyzed and increased CSO participation in public policy processes. For example, between roughly 20 percent and 30 percent of CSOs said their organization contributed to the formation of an EEOGA or a youth advisory authority at the commune (28 percent), regional (21 percent) or provincial (20 percent) level; about 60 percent of this group said their organization was represented on an advisory body at one of these levels. One third (33 percent) participated on their commune CPEC and 67 percent did not, the survey showed.

Support for CSO advocacy, however, could be amplified, as there are many experienced advocacy coalitions and associative networks operating in Morocco, particularly on the CSSP priority topics of inclusion of women, youth, and people with disabilities.

⁴⁰ The CSSP did not report on ISO subgrantees activities.

The ToC is valid in contributing to CSO participation. As for the theory's second factor driving change – institutionalizing better mechanisms for civic participation in governance – the evaluation found the ToC valid. The CSSP helped:

- Establish consultative bodies (through partnerships with territorial communities) by supporting CSOs through grants and technical assistance, despite challenges with mobilizing some territorial communities and CSOs.
- Disseminate the use of petitions as tools for local advocacy, through partnership with the territorial communities and the DGCT, and by supporting ISO and grantee initiatives.
- Increase dialogue between Moroccan parliamentarians – in particular, the HoC – and CSOs, which resulted in legislative lobbying.

But CSSP's ToC seems less valid for the formal adoption of mechanisms. The validity of the ToC suffers from limitations, especially when it comes to the institutionalization of the consultative bodies allowing CSO participation within the territorial communities. Political barriers to participation remain. A civil society already collectively structured enabled successful advocacy when CSOs promoted the institutionalization of the consultative bodies. Their activation, however, was thwarted by a lack of funding mechanisms, especially at the regional level.

At the national level, ICNL technical assistance plus MIRLA lobbying and advocacy actions addressed the objective of reforming the legal framework in Morocco, and proved to be the CSSP's key successful mechanism for improving the CSO legal and regulatory framework.

Beyond advocacy performance (see EQ3), the MIRLA experience proved successful for the CSSP and the new CI project team that took over in 2018. Reactivated CSSP partnerships brought ISOs together around common objectives and actions, whereas early in the program they presented many divergent goals and approaches. This necessarily raises the question of sustainability. ISOs may form occasional partnerships within a common project, but the differences between them are too significant to envisage a solid strategic convergence over time. AMSED, ALCI, and ACB nevertheless exhibited a strong desire to maintain the CSSP's momentum, perhaps in other forms.

Networks may advance advocacy initiatives. One option for continuing the CSSP's advocacy is through a formalized network, which corresponds to a certain extent to CSSP-supported coalitions such as CCM and MCV. CSOs often consider creating formal networks for supported projects in order to sustain collective dynamics and ensure that initiatives continue, because networks are believed an appropriate and effective platform for raising much-needed funds. Yet CSO network-building, based on a democratic decision-making system and delegation mechanism, is expensive to maintain and difficult to finance, as it does not produce tangible results in the short- and mid-term, as is often expected by international donors.

The second option is an informal coalition, which corresponds to MIRLA. Their informal and flexible nature can be activated depending on two related preconditions: (1) the existence of a government agenda; and (2) the prospect of advocacy campaign funding. Awareness of these, however, requires reliance on alerts and information monitoring, activities that require coalition capacity to constantly anticipate and interpret the environment. The sustainability of informal coalitions depends on it.

Thus, formal or informal coalitions may be fruitful for effective CSO advocacy. While formal networks sustain collective action and initiative continuity, informal networks benefitting from more flexible structures can be quickly mobilized and potentially effective, if the advocacy issue is salient for policymakers and funding is available for advocacy campaigns.

CONCLUSION

The CSSP ToC's causal link between the organizational development of ISOs and CSOs and their participation in the public policy process appears somewhat tenuous, as evidenced by ACB in Tetouan, an ISO with low capacity scores that nevertheless displayed impressive success in mediating between CSOs and territorial communities and mobilizing CSOs for local and national advocacy.

The CSSP ToC also seems to have limited validity for the institutionalization of participatory mechanisms. Yet the CSSP's cascade model was instrumental in reaching, stimulating, and supporting local CSOs and initiatives.

5. RECOMMENDATIONS AND CONCLUSION

We offer the following recommendations based on qualitative and quantitative data collection.

EVALUATION QUESTION 1

The cascade model should be used in future programming for civil-society support programs in Morocco and in similar settings. The model is functional; however, programs must give priority to cultivating advocacy methods and techniques, thematic expertise, and support to networks and coalitions, rather than organizational development.

EVALUATION QUESTION 2

The evaluation team noted that Moroccan CSOs have little control over their complex and ever-changing political environment. Since the success of implementing CSO participation mechanisms at the local and regional level depended on the local political context and the relationship between the CSOs and the territorial community, political economy analysis (PEA) would be useful to gauge stakeholders' willingness and capacity to engage in dialogue. This is essential to:

- Determine the priorities in terms of support to be provided for the establishment and operationalization of mechanisms;
- Establish a baseline;
- Identify and select target territorial communities;
- Determine appropriate implementation methods based on identified needs and capacities.

Future technical assistance should be delivered to those territorial communities with favorable political conditions, particularly in regard to the relationship between communities and CSOs, in order to maximize the effects of the assistance. Technical assistance alone is insufficient for territorial

communities with unfavorable conditions, and will encounter implementation difficulties due to weak stakeholder engagement.

The next municipal and regional elections in Morocco will take place in 2021. USAID should continue its support to territorial communities and CSOs toward effective participation mechanisms. Strategies must include:

- CSOs would benefit from early and substantive technical support to prepare for participation in public policies via legally established participatory mechanisms. USAID support to ISOs engaged in local governance should also be considered in a future CSO strengthening program. ISO identification should derive from a PEA and consultation with USAID CSO partners.
- The CSSP method to facilitate the collective structuring of local CSOs is valid. While civil society structuring by themes (ex: environment, culture), including marginalized population segments (women, youth, people with disability) was instrumental and should be utilized in a future program, a territorial dimension should be added at the regional level in order to ensure better representativeness of CSOs in the regional consultative bodies.
- Adopt differentiated approaches in supporting advisory entities at the regional level, by providing greater financial and technical support for the formation and operation of the entities, given that the region level encompasses by definition a greater number of stakeholders over a larger territory.
- Engage in a partnership with the DGCT, and possibly the Associations of Elected Officials, to develop and implement training plans for elected officials and civil servants in territorial communities.

EVALUATION QUESTION 3

In addition to the previous recommendation on the need to conduct a political economy analysis at the regional level (EQ2), the next programming phase should also include a political economy analysis at the national level by mapping the advocacy coalitions led by CSOs active in Morocco and by examining their relationship with government and their participation in national public policy processes. USAID strategy to support advocacy initiatives at the national level should be built on the results of this analysis.

While the modes of CSSP support for advocacy initiatives led by national CSO coalitions were instrumental, they should consider the public policy making cycle. Specifically:

- The CSO funding mechanism must be flexible and rapid in order to best respond to government legislative initiatives and channel support to civil society-led coalitions accordingly, through calls for proposals targeting advocacy initiatives at the national level. These initiatives should include a CSSP-inspired methodology based on a legal review of government legislative proposals, on consultation with members of national coalitions for joint analysis and development of recommendations, and on parliamentary lobbying action in Rabat.
- In the case of CSO-led national coalition advocacy initiatives aimed at putting new public policy proposals on the government agenda, technical and financial support from USAID or a program such as CSSP, should be included to strengthen thematic expertise of CSOs and coalitions. Evidence-based policy advocacy is the best way to strengthen the legitimacy of CSOs, necessary for engaging in policy

dialogue with government and parliamentary institutions. The conduct by CS-led coalitions of thematic, evidence-based and public policy analysis studies should be considered in a future program.

EVALUATION QUESTION 4

Grant mechanisms supporting national advocacy initiatives should focus on thematic CSO-led coalitions that are active on priority issues relevant to the three population segments. PEA and needs assessments of CSO-led coalitions advocating issues important to women, youth and people with disabilities, should all be included in next USAID's identification phase.

Enhance the voice of key marginalized population segments by identifying priority themes in future programming, an activity that might be conducted by USAID. Themes, such as participation in policy processes, but also the extent of economic and social integration among key population segments, might be considered as cross-cutting priority themes that are common to each of these three target groups. Combatting violence against women could be included as a specific priority theme for this target group; access to culture, a specific priority theme for youth; and inclusive education, a specific priority theme concerning people with disabilities. Such targeting would ensure that support for advocacy initiatives meets the advocacy needs of CSOs, and in particular, coalitions. Policy dialogue between CSOs and government on these priority themes might also be strengthened, paving the way for possible partnership.

EVALUATION QUESTION 5

Both CSSP's strategy of support to CSOs - through grant mechanism on the one hand and support through the cascade model involving ISOs on the other hand - should be considered in future program aimed at strengthening civil society capacity to participate in policy process.

USAID's financial support for local advocacy initiatives was limited, given the small amount of grants-and sub-grants to local CSOs and the short time local CSOs had to implement their initiatives. We suggest that a future USAID civil society strengthening capacity program integrates into the calls for proposals intended for local CSOs several options of financial support, modulating budget amount and implementation timeline, according to the capacities of the CSOs.

Partnership with ISOs is fundamental for skills transfer to and mobilization of local CSOs, integration of local CSOs in national advocacy campaigns, and mediation with the territorial communities in Morocco. As a result, a rebalancing should be considered in a future program, in favor of capacity building on advocacy techniques, emphasizing networking and support for collective advocacy initiatives. The transfer of skills in organizational development should be maintained but take a less important place due to the fact that there is little evidence of a direct effect on the participation of CSOs in public policy processes, contrary to the hypothesis of the ToC of the CSSP.

However, direct and diverse support for existing CSO coalitions is also essential. It achieves relatively similar results in terms of capacity building and increasing CSO participation in public policy decision-making dynamics. The advantage is better ownership of the outcomes by coalitions that are already constituted. Support for CSO advocacy should be amplified, as there are many experienced advocacy coalitions and associative networks operating in Morocco, particularly on the CSSP priority topics of inclusion of women, youth, and people with disabilities.

In terms of CS participation mechanisms at municipal and regional level, the evaluation recommends that technical assistance agreement with the Territorial Communities comes with at least by a parallel partnership with a partner ISO and at best be in the form of a tripartite agreement involving an ISO.

At the regional level, additional financial resources must be granted to ensure representation of civil society on a thematic as well as geographical basis, when the bodies are being formed but also in their operational phase.

6. CONCLUSION

The program turned out to be extremely relevant by taking advantage of the intense legislative period that Morocco experienced between 2015 and 2020, following the adoption of the new Constitution in 2011. In this context, USAID through the CSSP was able to adequately support the public policy process, both as regards the adoption of laws at the national level than their application at the communal and regional levels.

USAID's strategy of combining support for participation demand (civil society) and support for participation supply (public institutions) has proved particularly adept at increasing effective civil society participation in public policies.

The cascade model is worth adopting for civil-society capacity-building, especially for reaching grassroots and local CSOs and strengthening their organizational, management, and advocacy capacities. The use of ISOs with experience of capacity building and mobilization of local CSOs is relevant and necessary for that purpose. The cascade model is a tool widely used in the community of donors committed to supporting civil society, particularly in Morocco, which counts a large number of ISOs.

The CSSP results challenge the added value of technical assistance provided by an implementing partner or a third party to Moroccan ISOs selected for their high level of capacity. Indeed, the cooperative agreement between USAID and ISOs, and USAID's funding modalities including organizational assessment and technical assistance, seem largely sufficient to develop ISOs' organizational capacities. The ISOs effectively mobilized and built the capacities of local CSOs.

Unlike organizational assistance, the technical assistance that implementing partners offered to ISOs on advocacy techniques proved to be effective and relevant, both in the context of support for national advocacy initiatives led by CSO coalitions and as part of the support for local advocacy initiatives relating to participation in consultative bodies and petition development.

USAID through the CSSP has largely contributed to formalize the processes and methods for creating and operating consultative bodies at communal and regional level provisioned by the law. Nevertheless, the political conditions with regard to the relations between civil society and local power, and the regulatory framework of the consultative entities and territorial communities, particularly on budget issues, are still not favorable for civil society's effective participation in public policy. A future USAID program could aim to revise laws relating to territorial communities.

ANNEX A: DESK REVIEW

DRG LEARNING, EVALUATION, AND RESEARCH ACTIVITY II

USAID/MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM FINAL EVALUATION: DESK REVIEW

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DISCLAIMER

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ACRONYMS

AECID	Spanish Agency for International Development
AFD	French Agency for International Development
CAP	Community Action Plan
CCJAA	Consultative Council for Youth and Associative Action
CDP	Commune Development Plan
CPM	Program Concerte Maroc
CNSS	Social Security Fund
CPEC	Commission for Parity and Equal Opportunities
CSOs	Civil Society Organization
CSOSI	Civil Society Organization Sustainability Index
CSSP	Civil Society Strengthening Program
EPOGA	Equal Opportunities and Gender Approach
EU	European Union
EUR	Euro
F20M	February 20 Movement
INDH	National Human Development Initiative
NGOs	Non-governmental Organizations
PGL	Local Government Program
PWD	Persons with Disabilities
SANAD	Civil Society Advocacy Project
SNIJ	National Integrated Youth Strategy
UN	United Nations
USAID	United States Agency for International Development
USD	U.S. Dollar

INTRODUCTION AND CONTEXT

Generally associated with the non-profit sector or what is often called the third sector, “civil society” is understood to cover all organizations formed on a voluntary basis that are not affiliated with the state or market. In the economic sense, civil society responds to citizen needs which neither markets nor states can meet. In the political sense, civil society is an area of citizenship, where non-state affiliated groups, organizations and institutions play a mediating role between citizens and the state. The role of civil society organizations (CSOs) in Morocco has evolved over the decades. Opening of the political space and reforms have allowed for broadened participation for Morocco’s CSOs. Moroccan CSOs have emerged from Arab Spring especially vocal on key issues around women, human rights, and democratic development and others, internal organizational and external conditions challenge CSOs’ influence as real decision makers and stakeholders in public decision making processes (Berrada 2019). Efforts, such as the USAID Morocco Civil Society Strengthening Program (CSSP), attempt to enable CSO capacity to promote reforms via participation in new forms of political engagement.

The current desk review draws on CSSP program sources and non-CSSP sources to understand the CSSP and the broader context in which its beneficiary organizations operate. Using CSSP documentation, the desk review assesses the extent to which the program has accomplished program goals and provides an updated evaluation design based also on the CSSP program document review. First, we provide a brief overview of civil society in Morocco.

CIVIL SOCIETY IN MOROCCO

In Morocco, the 1980s saw a proliferation of CSOs as a result of an opening of the political space under former King Hassan II. Prior, during the period known as “the years of lead”, the political landscape for Moroccan civil society was marked by repression in the face of instability (Sakthivel 2015). Hassan’s efforts allowing public participation of political actors intensified throughout the 1990s, and continued after 1999 under Mohammed VI, who undertook a number of dramatic initiatives, such as the National Initiative for Human Development (INDH) in 2005, and offered greater protections for minorities, women and cultural groups. Arab Spring brought yet another critical juncture for Moroccan civil society. The aftermath of the 2011 Arab Spring protests saw a host of significant reforms ranging from the direct election of the lower chamber of parliament to limits on the king’s appointment powers, as well as parliamentary quotas for youth and women. Importantly, 2011 led to a new dynamic between civil society and the state and to debates around the enabling environment for civil society. Though estimates vary at present, there are approximately 130,000 CSOs in Morocco according to 2016 figures from the Moroccan Ministry of the Interior. However, popular distrust in government, waning interest in politics, and dissatisfaction in political parties that appear to have lost touch with their constituents are fairly widespread. Against this backdrop, CSOs are poised to play a significant role in advocacy for social and political change in Morocco.

Berrada (2019), moreover, notes that during Arab Spring, most of the movement’s activity focused on contestation of the constitution and existing power structure. Since 2014, February 20 forces, facing a more contentious relationship with the state, have been more spread out across Morocco and have been focused less on political issues around the constitution and contesting entrenched power, and more on addressing social grievances which themselves have increased. Protests and sit-ins have been especially focused on access to health and education, as protests have been dispersed throughout

Morocco, no longer centered on Rabat. CSOs in Morocco are also mostly focused on implementing development projects and human rights activities, rather than changing the status quo. However, “CSOs can also have influence as real decision makers and stakeholders in public decision making processes” (Berrada 2019), promoting reforms and calling for new forms of political engagement. Yet, there are formidable external and internal challenges.

EXTERNAL CHALLENGES: THE LIMITED SPACE FOR CIVIL SOCIETY

Post-Arab Spring institutional reforms in Morocco have not put an end to the repressive practices towards civil society protesters, as illustrated by the obstacles imposed on the AMDH, journalists and other human rights activities (Outaher, 2011), and the dissolution of the Racines association, founded in part by February 20 Movement activists (Berrada, 2019).

Nor is the legal environment in Morocco adapted for broad CSO freedoms and autonomy. According to the 2018 CSO Sustainability Index, the legal environment for CSOs deteriorated somewhat from 2017, down one tenth of a point (4.6 to 4.7). CSOs in Morocco face various bureaucratic obstacles, such as delays in securing the critical “legal” government recognition. Officials also give recognition based on various conditions, which is not required by law, or may refuse to give receipts to organizations. There are also delays for CSOs in obtaining approval from authorities to organize public events. The process for applying for public funding eligibility or tax benefits is also difficult for CSOs. According to the CSOSI, only 229 CSOs in Morocco secured such status as of 2019.

In addition to repression and legal hurdles, the government also uses more subtle strategies that limit civil society participation in decision making and advocacy. One tactic includes creating parallel organizations and supporting those that endorse the regime. Since the constitutional reforms of 2011, some Moroccan civil society actors, including those counter-democratic orientations with strong links to the regime, present themselves as supporters of reform. However, their primary role is to facilitate continued legitimacy for the regime, often taking up the ancillary role of patronage distributor (Maghraoui 2012). The government also uses cooptation to limit the influence of CSOs.

INTERNAL CHALLENGES: CAPACITY AND MANAGERIAL OBSTACLES

Looking within CSOs, internal challenges also blunt their impact in Morocco. Measures from CSO indexes and other figures are illustrative.

Organizational and governing capacities are generally weak within CSOs. According to the Moroccan High Commission for Planning, most CSOs (95%) are led only by an executive committee, and only 11% operate with paid staff. According to the 2018 CSOSI figures, most CSOs in Morocco do not have monitoring and evaluation systems to track organization performance to measure program goals against actual results.

Moroccan CSOs, moreover, still have difficulty securing sustainable funding and are generally reliant on short-term grants for the implementation of specific projects. According to the 2018 CSOSI, the overall level of public funding allocated in 2017 to associations by Moroccan ministerial departments, government establishments, and government enterprises was estimated at 6.423 billion dirham (approximately USD 681 million) (Berrada 2019). However, such government funding is earmarked to projects in specific regions and the funding is allocated following a competitive process for bids. Yet,

there is little evidence on how this public funding for CSOs is spent and whether it respects standards of transparency and efficiency.

Thus, international funding remains vital for many CSOs in Morocco. Donor funds are estimated to be approximately 6 billion dirham (USD 627.6 million). As noted in the CSOSI, international funding comes primarily from three sources: the European Union (EU) and the Council of Europe; foreign embassies; and foreign foundations. The EU, for instance, directly supports projects on various topics including democracy, human rights, migration, and gender issues, with an average annual contribution of EUR 15.5 million. However, reliance on project-based international funding limits the sustainability of CSOs' activities due to their short-lived nature. In addition, international funding opportunities often have complex requirements that are difficult for smaller CSOs to meet.

Ultimately, financial sustainability challenges negatively impact the capacity of CSOs to invest in the development of long-term human capital. The contribution of civil society to GDP hardly exceeds 1% while it represents only 0.2% of the labor market (CSOSI, pg. 49). The HCP reports that seven of 10 CSOs lack employees, and CSOs on average tend to have only eight volunteers, though larger organizations in urban areas have more staff. Turnover is also quite high and CSOs are unable to train staff adequately. The index further indicates that difficulty finding competent staff at the managerial level compounds staffing problems the many CSOs confront. Without qualified managers, CSOs lack the capacity to shift toward more professional modes of operation (CSOSI, pg. 49).

Speaking to CSO capacity, Toutou (2014) argues that CSOs in Morocco may need to think more in terms of cost, profit and loss in order to function more efficiently – a strategy that is often anathema to organizations that are based on volunteerism. While this might produce an identity crisis of sorts, it may be the best means of ensuring organization survival.

Thus, Morocco faces a myriad of social and economic challenges. High unemployment and illiteracy, particularly in rural areas, and lower labor force participation coupled with rising prices exacerbating income disparities have led to calls for change and strategies that widen economic and political opportunity. Moroccan CSOs, which have long had a role in monitoring government and advancing the interests of Moroccans, including its most vulnerable citizens, can be well placed to serve as important intermediaries between state and citizenry. The Moroccan government's embrace of participatory democracy through legislation and the new constitution suggests that conditions can be potentially receptive to CSO advocacy. However, the extent to which civil society will emerge as a force that expresses the grievances of Moroccans will depend on addressing obstacles emanating from the broader CSO operational environment, as well as from within the civil society sector itself.

CSSP BACKGROUND

PROGRAM OVERVIEW

The CSSP was a four-year project (2015-2019) implemented by Counterpart International in partnership with the International Center for Not-for-Profit Law (ICNL), and sought to strengthen the environment for civil society participation and build individual organizational capacity through supporting Moroccan CSOs and coalitions that engage in advocacy initiatives.

The CSSP was guided by a theory of change (ToC) which hypothesizes: “if a core number of leading CSOs (engaged in the public policy process) acquire a clear vision and strengthen their organizational capacities while greater mechanisms for civic participation in governance are institutionalized, then participation by CSOs in the public policy process will increase in a way that is purposeful and effective”.

The program operated mainly around three pillars: (1) CSO strengthening, including direct support from the CSSP and the program’s cascade model of skills transfer from regional or national CSOs to local CSOs; (2) support to CSO engagement in advocacy campaigns and coalitions at the local level, using institutionalized participation mechanisms (EPEOGA, Community Action Plan [CAP], and Petition); and (3) to influence the legal environment at the national level.

The results framework is derived from the CSSP ToC, and is outlined as follows:

Objective 1: CSOs are strengthened & contributing more effectively in the lawmaking & public policy process

- Outcome 1.1: Strengthened organizational and technical capacity of Moroccan CSOs
- Outcome 1.2 Moroccan CSO advocacy and oversight efforts are more effective and legitimate in how they represent citizens’ interests
- Outcome 1.3: CSOs partner and collaborate with multiple stakeholders to advance targeted reforms

Objective 2: The State of Morocco (i.e. key ministries, parliament, targeted subnational governments, etc.) includes meaningful opportunities for civil society participation in developing and implementing public policy

- Outcome 2.1: Legal and policy framework supports civil society participation in the public policy process
- Outcome 2.2: Mechanisms for civil society participation in policymaking process are developed and institutionalized

In many aspects, the CSSP program built on the experiences of the previous programs, the “Civil Society Advocacy Project: Strengthening Advocacy and Networking to Advance Democracy (SANAD: 2009-2012)” and “the Local Governance Program (PGL: 2012-2014).” The CSSP was structured around two specific objectives aimed at increasing citizen participation, targeting both the supply (institutional mechanisms) and demand (capacities of CSOs) for civic participation.

To this end, the CSSP provided a package of services including financial support through grant and technical assistance, including training, strategic coaching, and knowledge production. This service package was offered to a variety of stakeholders: five intermediate support organizations (ISOs), five coalition grantees, 27 individual CSO grantees, and more than 170 other local CSOs, supported by the CSSP, by ISOs or composed of regional and national coalitions. Adding to CSOs partners, the CSSP also provided support to five local authorities and to national public institutions, including the Ministry of Interior-General Directorate of Local Government, the Ministry in Charge of Relations with Parliament and Civil Society, and the House of Councilors.

EVALUATION QUESTIONS

The CSSP evaluation is structured around five core evaluation questions (EQs), grouped around five main areas of USAID interest: (1) EQ1: program theory of change; (2) EQ2: capacity building, particularly through the cascade model; (3) EQ3: Moroccan legal and political framework relating to citizen participation and the consultation mechanisms; (4) EQ4: advocacy campaigns; and (5) EQ5: inclusion of marginalized groups (women, young people, people with disabilities). The evaluation questions, detailed below, are linked to the program outcomes, with each targeting a set of key stakeholders (see Table I).⁴¹

Are the CSSP's theory of change and assumptions valid? If not, why? What programmatic adaptations would be necessary to effectively scale-up increased civic participation in future programming? Testing the cascade model: at which levels did the model work more or less efficiently and why? For example:

- a) What level of technical assistance and level of effort by recipients--that is, civil society organizations, intermediate support organizations, and coalitions--were necessary to bring about effective change?
- b) How effectively has CSSP's support for ISOs been translated into effective support and development of CSOs by the ISOs?
 - To what degree have the organizational capacities of the targeted five ISOs improved over the activity period to date? What factors have contributed to or inhibited those improvements?
 - To what degree have the organizational capacities of the CSOs (being supported by the ISOs) improved? What factors have contributed to or inhibited those improvements?

What specific changes were CSSP and the ISOs able, or unable, to effect on the legal and regulatory frameworks (i.e. the framework that governs civil society participation in the public policy process) at the communal, regional and national levels? In cases where CSSP / ISOs were unable to significantly affect a change, why was this the case, and what could have been done to improve effectiveness? What other actions could CSSP / ISOs have taken to support citizens' / civil society participation at the national, regional and communal levels?

Of all the CSSP / ISO-supported advocacy campaigns, which campaigns and advocacy methods were most effective, and why? Which campaigns or advocacy methods were least effective, and why?

⁴¹ In Table I, the ordering of the evaluation questions corresponds with the respective outcomes and target groups in the CSSP's result logic framework. The questions regarding the program theory of change, placed last, can be analyzed from the findings and evidence from the other EQs. See the adjusted table below.

Table 1. Evaluation Questions and CSSP Outcomes for Stakeholder Groups

CSSP OUTCOMES	EVALUATION QUESTION	TARGETED STAKEHOLDERS
Outcome 1.1 – Strengthened organizational and technical capacity of Moroccan CSOs	EQ 2: The Cascade Model	CSSP > ISO > beneficiary CSOs
Outcome 1.2 – Moroccan CSO advocacy and oversight efforts are more effective and legitimate in how they represent citizens' interests Outcome 1.3 – CSOs partner and collaborate with multiple stakeholders to advance targeted reforms	EQ 4: Advocacy Campaigns	Coalitions and Individual CSO Grantees ▪ Using mechanisms to advocate on issues at communal and regional level: EPEOGA/Action Plan and Petitions ▪ Designing and implementing mixed advocacy campaigns at regional and national levels
Outcome 2.1 – Legal and policy framework supports civil society participation in the public policy process Outcome 2.2 – Mechanisms for civil society participation in policymaking process developed and institutionalized	EQ 3: Legal Framework	ICNL At the local level: ISO/CSOs; Grantees, Communes and Regions (Council and Entities): establishment of the Entities At the national level: DGCL; Parliament; Ministry
Cross-cutting	EQ 5: Inclusion	All stakeholders: ▪ Inclusion at the organization level (representation / participation) ▪ Inclusion at action level – Coalition grantees and ISOs
Overarching	EQ 1: CSSP ToC	Overarching

In terms of inclusion and access of population segments, what factors have enabled or hindered effective engagement of women, persons with disabilities (PWDs), and marginalized youth? What adaptations might produce enhanced and scalable outcomes (particularly among these three groups) in future programming? What questions or themes would be most advantageous to include in a learning agenda for future research / assessments (particularly among these three groups)?

Regarding the document review, priority was given to program and project performance reports (CSSP, agreements, samples of CSO reports) to assess the extent to which these reports address the evaluation questions.

FINDINGS

The next section discusses the CSSP document review and the desk review according to each CSSP evaluation question.

OVERALL DOCUMENT REVIEW

The desk review aims to assess the level of CSSP program achievement against its result framework, to identify the needs for interview-based qualitative data collection. The desk review offers an overview of the actions taken by the CSSP and partner CSOs, in particular with regard to Outcomes 1.1 and 1.2, through activity reports following specific monitoring systems based on indicators for each stakeholder: CSSP, ISO, Grantees (coalition, individual). Actions relating to the development of the organizational capacities of CSOs carried out by the CSSP are sufficiently documented due to a particularly well-developed performance measurement system. We would also like to emphasize the high quality of the final report, which, when reporting on the challenges and lessons learned, provides more in-depth analysis of the changes and their determinants.

Key project documents examined included project narratives, CSSP annual and final reports, ISO quarterly reports, workplans and M&E plans. These documents provide detailed information on activities implemented by the partners, i.e. CI and ICNL, following the intervention logic of the program as presented above. Materials issued by CSSP's partner CSOs were monitored to gather information on the advocacy initiatives, modes of devolution of the financial support and result-based management,

The review included the Agreements of the 5 ISOs provided at the start of the evaluation as well as a selection of quarterly reports produced by ISOs, coalitions and individual grantees. Note that they do not produce an annual report which would help deepen learning.

We were also granted access to the partnership agreements signed with the 5 Territorial Collectivities.

GAPS: METHODS AND PROCESSES

Considering the CSSP reporting in general, the volume of reports produced during the program is significant. As the monitoring reports of partner CSOs are quarterly, they describe actions undertaken rather than outcomes and learnings, and they do not inform on strategic orientations. They are essentially activity-oriented, presenting the immediate results through the input / output relationship. They contain little information on the methods of intervention, the processes involved, the effects of the beneficiary actions, the changes observed, the actors involved, their role, and their behaviors and their practices.

CSSP reporting tends to focus more on an accountability function with regard to outputs. There is less information on outcomes and changes observed in connection with the program objectives.

EVALUATION QUESTION 1 – CSSP THEORY OF CHANGE

[OVERARCHING OUTCOMES]

The CSSP's theory of change (ToC) is fairly straightforward. If a core number of leading CSOs engaged in the public policy process acquire a clear vision and strengthen their organizational capacities while greater mechanisms for civic participation in governance are institutionalized, then participation by CSOs in the public policy process will increase in a way that is both purposeful and effective.

The analyzed documentation, however, says little about the logical relationships posited in the ToC. Confirming the proposed relationships of the TOC is an added value of the evaluation. Examining the ToC relationships, we can make the following observations:

- **Strengthened CSOs' organizational capacities.** This aspect is particularly well-documented in the CSSP library. The quantitative data collection will capture the relevance of organizational capacities as the main axis of capacity building, and the relationship between organizational capacity development and advocacy actions.
- **A core number of leading CSOs (engaged in the public policy process) acquire a clear vision.** The CSSP-supported ISOs serve as a geographic pole and the engine intended not only to strengthen local CSOs' capacities, but also to revitalize modes of cooperation within the civil society, through networks and coalition building as a means for policy dialogue and advocacy.

In the evaluation, quantitative surveys will emphasize the capacity of ISOs to federate organizations around them to carry out advocacy initiatives on a regional or national scale, and to support collective dynamics around shared objectives.

- **Greater mechanisms for civic participation in governance are institutionalized.** These mechanisms were institutionalized by law at the beginning of the CSSP (see the above literature review). . The task then, is to examine the extent to which the CSSP contributed to the establishment, operationalization and institutionalization of these mechanisms. This issue relates to EQ 3.
- **Participation by CSOs in the public policy process will increase in a way that is purposeful and effective.** Mechanisms for CSO participation in public policy process (consultative bodies/CAP, petitions, memorandums, others) will be analyzed to understand the extent to which their activation by CSOs is purposeful and effective. The evaluation will also determine through interviews definitions of "purposeful" and "effective" in order to understand outcomes with precision.

EVALUATION QUESTION 2 – THE CASCADE MODEL

[OUTCOME 1.1: STRENGTHENED ORGANIZATIONAL AND TECHNICAL CAPACITY OF MOROCCAN CSOS]

The support strategy for CSOs has been refined by the CSSP through several mapping studies at the outset of the program. CSSP conducted an advocacy and funding mapping exercise as well as a gender study to identify CSOs active in targeted regions from 2011 to 2015 and assess their organizational capacity. According to the study, lack of organizational capacity affected an effective implementation of CSO advocacy campaigns, and there are still limitations in the legal environment for civil society. Although there was considerable progress for the role of women, many cultural barriers and challenges for their participation remain. The mapping exercise demonstrated that despite increased funding, CSOs are vulnerable to economic factors that can threaten and / or further weaken their capacity. Moreover, a CSSP CSO Perception Survey conducted in 2015 confirmed the existence of difficulties for CSOs in establishing relationships of trust with public authorities and the broader population.

The CSSP capitalized on a strong regional experience around partner ISOs. In the SANAD program, ALCI was supported as an “anchor organization” delivering training to local CSOs. AMSED was also a SANAD beneficiary, already delivering capacity-building activities to CSOs, notably via webinars.

The ISOs adopt a rights-based approach and have a long history of collective engagement in advocacy actions through regional networks and national coalitions. This is particularly the case with Association Colombe Blanche, based in Tetouan, which engaged in the protection and promotion of the rights of people with disabilities; the Alternative Citizen Movement in Fez, involved in public finance for development; or the Forum Azahrae association in Rabat and Ennakhil in Marrakech, traditionally engaged in the protection of victims of gender-based violence and more broadly in the promotion of women rights and their participation in public life.

The understanding of ISOs' roles suffered from confusion throughout the program, as mentioned in the final report of the CSSP. However, there is a consensus to recognize ISOs as capacity-strengthening agents, transferring skills provided by the CSSP in the area of organizational and technical development to local CSOs within the framework of the cascade model.

The selected ISOs benefit from financial support and technical assistance to strengthen their institutional development as well as their capacity to transfer skills to other organizations, as Table 2 shows.

Table 2. CSSP Indicator Reporting Matrix

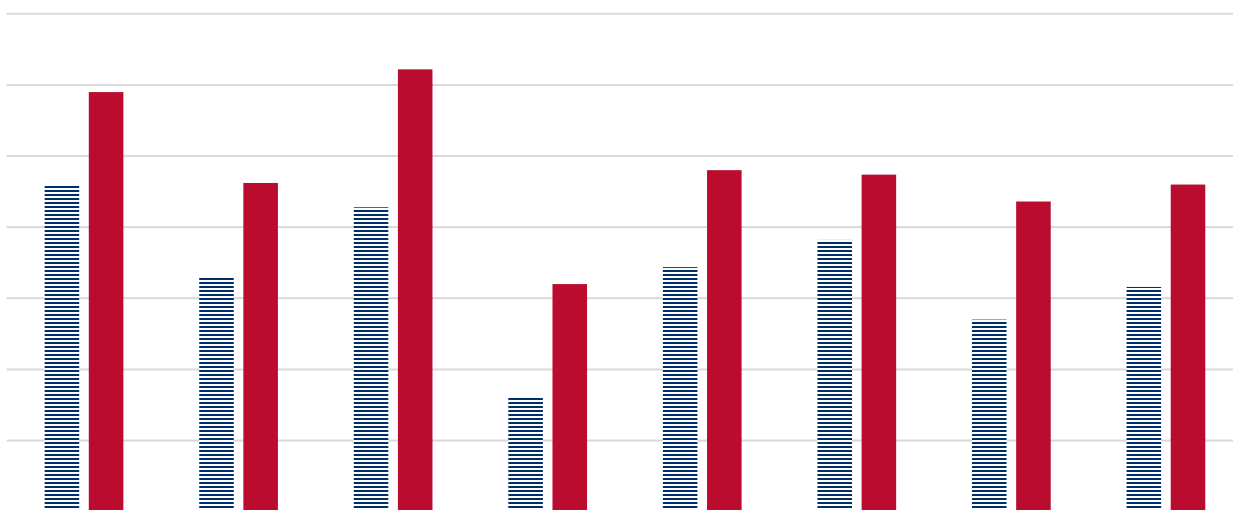
INDICATORS	FINAL/ TARGET	RESULT
2.1.1.1.a Number of ISOs/CSOs with improved organizational capacity per CPI's OD assessment	Target	26
	Final	21
2.1.1.1. B Number of CSO staff who report using new skills and/or knowledge received in USG-funded training and provide an example.	Target	1,082
	Final	1,400
2.1.1.1.c Number of ISO trainers able to cascade OD/or thematic advocacy TA to CSOs	Target	25
	Final	15
2.1.1.1.d Number of CSO networks / coalitions strengthened	Target	10
	Final	8

The 2.1.1.1.b indicator is excellent and surpassed the set expectation to reach 129%. A standard approach to organizational development (OD) has been adopted, based on assessment, trainings, re-assessment, and coaching on eight core areas: (1) Governance and Strategic Planning; (2) Program Management and Quality Control; (3) Financial Management and Accounting; (4) Financial Sustainability;

(5) Human and Material Resources; (6) External Relations and Communications; (7) Intermediate Service Delivery; and (8) Advocacy.

This approach was applied to ISOs as well as CSSP's 10 grantees⁴². Monitoring reports show significant progress among all CSSP-supported ISOs. Organizational development assessment and monitoring tools allow an appreciation of areas of accomplishment and further progress of each single supported organization. Figure I below shows the average progress made by the ISOs after their 2016 baseline assessment against the eight dimensions:

Figure I. ISO Progress Across Dimensions



As shown in Figure I, ISOs gained progress in every assessed dimension. The most progress was made with Financial Sustainability, where ISOs nearly doubled their capacity; although it remains their weakest area overall, suggesting that significant work should be continued. Moreover, while the organizations started with moderate capacity in Financial Management and Accountability, by the end of the program, it was the strongest component for the ISOs.

Data relating to the progress recorded by ISOs in terms of organizational development is very accessible as they are systematically reported in the quarterly reports of ISOs and the CSSP as well as in the final report of the program. We will look at the method used to assess the different dimensions as one of the most important questions is to understand how the progress recorded in organizational

⁴² The locations follow : Citoyens de la Rue (Fez), Forum de Safi (Safi), Intilaqa (Marrakech), Hasnouna (Tangier), Jeunesse sans Frontières (Fes), Maison des Associations (Marrakech), La Montagne (Fes), Massarat (Fes), Observatoire Tanger (Tangier), RODPAL (Al Hoceima).

development translates into changes of practices within organizations and produces effects on the participation of these organizations in public policies and the way in which they engage in advocacy.

The final result of the capacity building development process is the production of management plans (strategic, advocacy, communication, financial). In-depth interviews will assess the extent to which the plans were designed and implemented after the end of the program. The ISOs apply this OD approach in their efforts to strengthen local CSO capacities. However, the quarterly activity reports of ISOs and grantees (individual and coalition) provide very few details on the methods used and on the results generated by the actions. They are generally limited to a presentation of the activities carried out in connection with the performance monitoring system of their project. CSOs benefiting from ISO activities are often qualified in the reports as more professional with anecdotal evidence.

The final report of the CSSP does not provide explanations for the differences in results and it is something that should be discussed with the implementing partners.

One of the lessons pointed out in the report is that the impact of capacity development is all the more important when trainings are followed by long-term coaching.

GAPS: NEED FOR QUALITATIVE DATA

The review of this question suggests several areas in need of exploration through the collection of qualitative data. These include:

- The need to explore the relevance of focusing on organizational development, with regard to the needs expressed by the partners and their organizational trajectory. Many support programs for civil society in Morocco offer capacity building activities in areas that have been considered key for organizational development for at least a decade. The ISO ALCI for example already received numerous organizational development trainings as an “anchored organization” of the SANAD program. The question is whether the capacity building activities were defined and designed based on a participatory needs assessment. The evaluation will thus analyze whether other areas of capacity building were considered more important by ISOs, in relation to the objectives of the CSSP.
- The need for greater understanding of the methods used by ISO in the cascade model, and the effects on CSOs.
- The need to appreciate the effects of organizational capacity building on advocacy activities as well as other areas of capacity development.

EVALUATION QUESTION 3 – CHANGING THE LEGAL FRAMEWORK

[OUTCOME 2.1: LEGAL AND POLICY FRAMEWORK SUPPORTS CIVIL SOCIETY PARTICIPATION IN THE PUBLIC POLICY PROCESS]

OUTCOME 2.2: MECHANISMS FOR CIVIL SOCIETY PARTICIPATION IN POLICYMAKING PROCESS ARE DEVELOPED AND INSTITUTIONALIZED]

This section assesses CSSP’s efforts to change the civil society legal framework in Morocco and increase CSO participation in decision-making processes. We consider both the local and national levels.

ICNL, as implementing partner, led a large portion of CSSP activities related to changing the legal frameworks in Morocco. It concentrated on: (1) improving the legal enabling environment for CSOs and public participation in the law and policymaking process; (2) improving implementation of the legal frameworks for civil society and public participation; (3) increasing the technical expertise and capacity of Moroccan CSOs in legal enabling environment issues; and (4) increasing the capacity of CSOs to engage in the legislative and policy-making process, using new public participation mechanisms. According to the ICNL final report, this resulted in:

- 11 public policies introduced, adopted, repealed, changed or implemented that were consistent with citizen input
- 17 multi-stakeholder meetings organized to provide a platform for interaction between GoM / CSOs / private sector in public policy
- 15 technical capacity building trainings conducted for the GoM and civil society to improve CSO legal enabling environment and public participation
- 7 institutionalized mechanisms for civil society / GoM participation

LOCAL AND REGIONAL CSSP EFFORTS

The USAID CSSP was signed on January 26, 2015 and its start-up and launching coincided with Moroccan regional and local elections in September 2015, as well as legislative elections in October 2016. Several key organic laws, translating the new constitutional principles relating to participatory democracy into guiding frameworks and legal mechanisms, also passed between 2014 and 2016, notably those related to the territorial collectivities – the so-called “regionalization laws” (N°111-14, N°112-14, N°113-14), the petition (Law N°44-14), as well as laws related to motions in legislative matters (N°64-14), and access to information (N°31-13).

The first lesson mentioned in the 2016 annual report and thereafter in the final report of the CSSP is that this new legislative and regulatory framework regulating participatory democracy constitutional principles in the local governance offered an opportunity for the CSSP to concentrate its support to civil society on local and regional initiatives, at a time when the first experiences of CSSP support for national advocacy initiatives faced hurdles (e.g. difficulty in engaging institutional partnerships, mismatched CSSP calendar with the public policy cycle).

One of the objectives of the CSSP program, therefore, concerned the operationalization of the participation mechanisms defined by these laws, namely the petition (new) and the local consultative entities within local authorities (communes and regions). The CSSP engaged initially in partnership with five territorial collectivities, three communes (Fez, Safi, and Temara) and two regions (Tangier-Tetouan-Hoceima and Marrakech-Safi) to enhance their consultation and dialogue mechanisms with civil society. While the Communes must only establish EPEOGA by law, the regions must establish, along with EPEOGA, consultative bodies on youth and on social and economic affairs.

The CSSP final report highlights the actions taken under these partnerships and indicates that partnerships were also established with two additional municipalities (Drarga and Tetouan). The ISO Ennakhil activity reports in Marrakech indicate that in 2019, at the end of the program, the regional

council had still not created its advisory bodies dedicated to the participation of civil society, despite the partnership with the CSSP. However, no information is mentioned in the ISO and CSSP reports on the reasons for this failure. The comparative analysis of these two regions (Tangier, Marrakech) with regard to the actions taken by the CSSP / ISO and the local context will be an important point to be covered by the evaluation.

The final report of the CSSP highlights the actions taken with municipalities and regions. The main results are:

- Establishment of the EPEOGA through a participatory approach involving CSOs and stakeholders in the communes of Drarga, Tetouan, Temara and Safi. Supported EPEOGAs provided notices based on CAPs analyses through a parity, equal opportunities and gender approach, and prepared recommendations for the communal councils.
- Establishment of the three regional consultative entities in Tangier.
- In all the supported Collectivities, partnership strategies between territorial collectivities and civil society, along with guides and action plans, were produced.

NATIONAL CSSP EFFORTS

SUPPORT FOR THE ADOPTION OF LAWS

The CSSP final report emphasizes that the program contributed to the development of an improved legal and policy framework by supporting the development of laws, regulations, and institutions that promote public participation in the law and policy-making process. On reading the final ICNL report, it is possible to distinguish two intervention methods of ICNL: direct technical assistance or support for MIRLA.

In describing direct technical assistance, the final report highlights key achievements of ICNL in advocating for legislative reform. ICNL:

- Strengthened the right of citizens to present petitions at the national and regional levels (2016)
- Helped establish the legal framework for the submission of motions (2016)
- Helped develop the legal framework for the Right of Access to Information (2019)

The intervention method is based on a legal analysis of the draft law, a presentation of the results of this analysis and recommendations during a workshop bringing together representatives of the Moroccan parliament and civil society. For the two laws of 2016, ICNL was able to present its comments and recommendations during the Parliament Study Day. The report lists the promoted amendments that were incorporated into the law, without explaining the driving factors of these adoptions and without mentioning the promoted amendments that were rejected.

COALITION-BUILDING: MIRLA

ICNL's CSSP intervention also includes support of the coalition dynamics around the ISOs supported by the CSSP, through the Movement of Initiatives for the Reform of the Law of Associations (MIRLA). As a

result of continued CSSP support, as well as support to AMSED – a driving force for strengthening member capacity policy influence and analysis – MIRLA engaged in advocating on various laws:

- Decree on Associations (2018)
- Finance Law of 2019 and tax reform
- Public Consultations Law (2019)
- Public Fundraising Law (2019)

For each of the above legislative processes, the intervention method is similar: production of a legal study / analysis on the draft law, training of CSOs, use of legal expertise (lawyer) to design the amendments, contributions of the CSOs to law amendments, and presentations to key stakeholders. In the ICNL final report, two examples in particular illustrate the intervention method of the CSSP and MIRLA:

- a) ICNL worked closely with MIRLA to prepare CSO-produced amendments to the Finance Law of 2019 and launch an advocacy campaign for tax reform. The ICNL report highlights that this resulted “in the final adopted law [that] exempts CSOs working on the protection of the rights of person with disabilities from paying taxes and duties on imports of various types of goods and equipment.”

For amendments to the Decree on Associations: “ICNL initially led trainings for MIRLA’s members to build their technical expertise on the enabling legal environment for CSOs. Then each of the members / ISOs served as a co-convenor of workshops that took place in their region. Following these trainings, ICNL and MIRLA worked with a local legal expert to prepare a detailed legal study on the legal framework for CSOs and develop technical amendments to fix the most problematic aspects of the Decree on Associations. Consultations with CSOs throughout the country were held. Throughout the process, CSSP provided technical assistance, including comparative materials and detailed feedback on the various drafts. In late 2018, ICNL and MIRLA also met with several other key stakeholders to advocate for positive amendments to the decree on associations and brief them on MIRLA, including the Head of the National Human Rights Council, and the Secretary General of the Government, the Government’s primary drafter of new legislation”.

However, beyond the technical assistance activities provided by ICNL, the report does not take into account the complexity of the legislative processes resulting from the multitude of actors involved in policy work, and the channels of influence. The report does not highlight the differentiated rhythms of the legislative process, why some are completed quickly, while others are prolonged or blocked, or why certain amendments are accepted and others are not. The final report does not specify at what level of the legislative process ICNL intervened nor explain the extent to which ICNL and its partners of the CSSP became actors of influence in policy work related to the institutional environment of civil society, compared to other players.

For each law that ICNL and the CSSP supported, it would have been insightful to map the stakeholders involved in the policy work, by identifying partners, targets and allies, and by evaluating the changes in

their behaviors and their positions. Reconstructing *a posteriori* these processes would make it possible to better appreciate the contribution of the CSSP to the legislative reforms.

On the other hand, it is interesting to note the lessons learned report annexed to the CSSP final report, which highlights the difficulties in forming the coalition with regards to relations between members and with the CSSP.

INSTITUTIONAL PARTNERSHIP

Through ICNL, the Morocco CSSP facilitated the development of partnerships with numerous institutions. The CSSP engaged with the General Directorate of Local Government of the Ministry of the Interior on the operationalization and the enhancement of local participation mechanisms (Petition, EPEOGA), and with the House of Councilors and the Ministry in Charge of Relations with Parliament and Civil Society, by providing a certain number of studies informing public policies and trainings, as well as by discussing memorandums produced by supported coalitions and advocacy initiatives (e.g. MIRLA).

Table 3 describes CSSP progress in the area of training of GoM officials. On each measure, the program exceeds program goals in training officials to enhance civil society participation, and in developing participatory mechanisms for civil society.

Table 3. CSSP Indicator Reporting Matrix

INDICATOR	FINAL/TARGET	RESULTS
2.1.2.1.a Number of technical capacity building trainings conducted for GoM and civil society to improve CSO legal enabling environment and public participation	Target	38
	Final	91
2.1.2.1.b Number of administrators and officials successfully trained with USG support	Target	165
	Final	189
2.1.2.2.a Number of institutionalized mechanisms for CSO/GoM participation	Target	6
	Final	10
2.1.2.2.b Number of public entity technical assistance activities jointly agreed to and with tracked performance	Target	27
	Final	39

GAPS: NEED FOR QUALITATIVE DATA

- Deeper understanding of the level of operationalization of institutional participation mechanisms from the point of view of supported CSOs, DGCL and from elected officials, to shed light on the factors of success and failure with regard to participation of civil society.
- Reconstruct the law adoption process, mapping the stakeholders involved in the policy work at the national level to highlight the contributions of CSSP.

- Better understand the coalition building process of MIRLA, the capacity development provided by CSSP and AMSED, the advocacy strategy, methods and modalities, the results, as well as the outcomes. We will also examine the level of ownership held by the ISOs / members of MIRLA and the relations with other actors of influence (e.g. the Collectif pour les droits des personnes handicapées). We will also examine feminist networks and coalitions, and the FMAS-led coalition, the Call of Rabat.

EVALUATION QUESTION 4 – ADVOCACY CAMPAIGNS

[OUTCOME 1.2: MOROCCAN CSO ADVOCACY AND OVERSIGHT EFFORTS ARE MORE EFFECTIVE AND LEGITIMATE IN HOW THEY REPRESENT CITIZENS' INTERESTS]

The performance of the CSSP program is excellent regarding indicators related to advocacy initiative support. A tailor-made and mixed package of grants and technical assistance has also been offered by the CSSP to other organizations through two grant mechanisms, CSO advocacy grants and CSO local campaign grants; see Table 4 below.

Table 4. CSSP Indicator Reporting Matrix

INDICATOR	FINAL/ TARGET	RESULT
2.1.1.2.a Number of initiatives undertaken at the local and national level by CSO to engage citizens in the public policy process	Target	267
	Final	278
2.1.1.2.b Number of USG and ISO assisted CSOs advocating for women's and/or youth participation in governance, transparency or minority rights	Target	19
	Final	24

CSO LOCAL CAMPAIGN GRANTS

Local campaign grants target local CSOs and initiatives which aim to consolidate institutional mechanisms for consultation at the commune level and those using these same mechanisms to advocate on specific issues (i.e., education, health, environment, etc.). They are called local grantees. The CSSP supported 27 grantees in 11 provinces in Morocco through grants of less than USD 50,000.

The number and distribution of local CSO grantees by region are shown in Table 5, as well as the type of initiatives supported.

Table 5. Distribution of CSSP Grantees by Region

YEAR	RABAT	FEZ	TANGIER	MARRAKECH	TOTAL
2016	0	4	3	3	10
2017	2	0	1	1	4
2018	8	4	1	0	13
Total	10	8	5	4	27
Percent	37%	30%	19%	15%	100%

As Table 6. Indicates, subject matter advocacy initiatives account for 37% of the granted initiatives, while initiatives promoting and enhancing local participatory mechanisms (EPEOGA, petition, CAP, youth council, and others) account for 40%.

Table 6. CSSP Advocacy Initiatives

TYPES OF GRANTED INITIATIVES	RESULT
Subject matter advocacy initiative	10
Capacity-building	3
Promoting other participatory mechanisms: Charter, Partnership agreement...	3
Petition	3
Communal Action Plan	2
EPEOGA	2
Awareness	1
Youth body	1
Non-identified	2
<i>Total</i>	<i>27</i>

CSO ADVOCACY COALITION GRANTS

Grants target CSO coalitions which advocate at the regional and national level on issues related to marginalized groups. Each of the five supported coalitions received a grant of more than USD 100,000.

CSSP-supported coalitions were also involved in transferring skills to their CSO members as part of the cascade model of capacity development.

Below is a brief description of the main supported coalitions.

- The **Civil Coalition for the Mountain (CCM)** developed a memorandum on the difficult living conditions of people in Morocco's mountain regions that was presented to the Parliament and the Government of Morocco. The memo led to the drafting of a framework law on mountainous regions in Morocco, with support from ICNL.
- The **Moroccan Collective for Volunteering (CMV)** submitted a draft bill, which was accepted, on the institutionalization of volunteering in Morocco to the Ministry in Charge of Parliament and Civil Society.
- **Handi-Carrefour** advocated for integrating the needs of people living with disabilities into the regional development plan in the Marrakech-Safi region
- **Carrefour Associatif** implemented a project to strengthen the participation of youth in the development and monitoring territorial policies in the regions of Rabat-Salé-Kenitra, Oriental, and Souss-Massa.
- Details on the fifth coalition grantee – Coalition Amirah in Tangier – could not be found in the CSSP documentation.

CSSP LESSONS LEARNED

One interesting lesson in the final report of the CSSP on this evaluation question underscores how necessary certain conditions or resources are to successfully operate a national advocacy campaign. Two elements are underlined in the report, and we can add a third to the current evaluation moving forward:

- The importance of aligning with the public policy cycle, through systematic monitoring and interpersonal relations with influential civil servants in ministerial offices and with parliament stakeholders, to guide the implementation of adapted influence strategies;
- The importance of designing advocacy strategies based on evidence-based expertise in a specific subject matter related either to a specific social group (disability, youth, women) and/or to a specific thematic sector (health, environment, education);
- The importance of building strategic convergence between several organizations sharing common objectives, in the form of network or advocacy coalition;
- The importance of designing advocacy strategies on the basis of a long-term vision or mission, and broken down into short and medium-term objectives, sufficiently clear and specific, as well as flexible implementation.

GAPS: THE NEED FOR QUALITATIVE DATA

The review of Evaluation Question 4, suggests deeper exploration of the following issues using qualitative data. Important issues focus on drawing on lessons learned, advocacy methods used by CSSP CSOs, and understanding the contributions of CSSP beyond grants. Thus, the evaluation will:

- Consider the above-mentioned lessons learned and any other relevant lessons as suggested by the project stakeholders, as criteria to appreciate developed and sustained advocacy capacities beyond the CSSP.
- Determine the methods used by CSOs for their advocacy initiatives and the effects generated towards target marginalized groups and toward the CSOs/local and national authority relationships to evaluate their effectiveness.
- Understand the contribution of CSSP support more deeply, beyond financial support, to successful initiatives as well as the (positive and negative) contribution of external actors.

EVALUATION QUESTION 5 – INCLUSION

According to monitoring and evaluation figures, the CSSP accomplished goals of inclusion, particularly as it concerns gender-related training; see Table 7.

Table 7. CSSP Indicator Reporting Matrix

INDICATOR	FINAL/ TARGET	RESULT
Number of people receiving gender-related training as a result of USG-assistance (CC-8)	Target	280
	Final	152

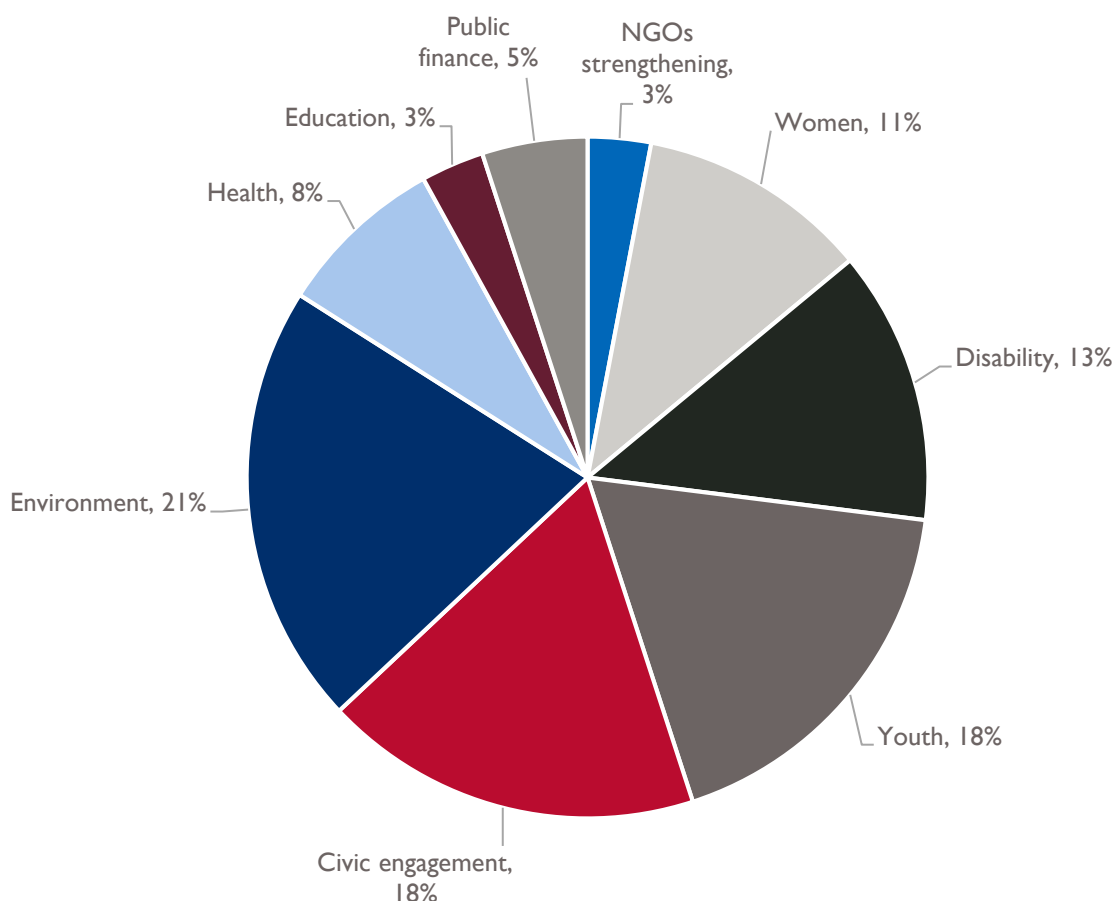
The CSSP advocacy coalition grants mechanism is specifically designed to address inclusion and diversity objectives. Most of CSSP-supported CSOs met the USAID objective toward the inclusion of marginalized groups, namely, youth, women and people living with disabilities. These three groups are the main target groups of CSSP advocacy initiatives (see, Figure 2). A large proportion of CSSP beneficiary CSOs, including ISOs, are led by youth, women and people with disabilities, and CSOs specifically work to meet the needs of these target groups and enhance their participation in local and national public policy.

The CSSP evaluation will explore the extent to which the program addressed gender and social inclusion issues at different stages of the programming (design, implementation, impact). The evaluation will identify best practices and activities that contributed to gender equality and social inclusion and will examine in particular how these activities capitalized on gender relevant instruments (such as legal advocacy, participatory mechanisms, civic dialogue, institutional coordination). The evaluation will also analyze the specific activity related approach and messaging developed to increase communities' awareness to social inclusion.

UPDATED EVALUATION METHODOLOGY

The desk review assesses the extent to which CSSP report documentation addresses the stated evaluation questions. The review highlights the main lessons that can be used as analytical hypotheses for the evaluation and the unmet needs justifying data collection.

Figure 2. Thematic Coverage of CSSP CSOs



Below is an evaluation matrix (see Table 8) which summarizes the evaluation approach for each evaluation question. The protocols were also derived from the document review and matrix (see Annex A).

As described in the Concept Note, the evaluation relies on a mixed methods approach. Our qualitative approach involves a case study, focus groups, and in-depth interviews (IDIs) in addition to the current desk review. Our quantitative approach includes a survey among CSSP CSOs as well as CSOs and contacts not affiliated with the CSSP.

IN-DEPTH INTERVIEWS

IDI selection will be based on purposive sampling to ensure a diverse distribution of gender, activity focus, and location. The team will conduct interviews among core stakeholders including: the CSSP CSO program participants, emphasizing the downstream beneficiaries of the CSSP activity, namely the ISO staff and members, their beneficiary CSO personnel, related associations and coalitions, and civil society beneficiaries. Interviews will also be conducted with CSSP government officials. We will also conduct IDIs among cognizant USAID personnel in Washington, DC and at USAID / Morocco prior to fieldwork. We expect to hold at least 46 interviews (see Table 8 below), which will be conducted by the Team Leader and Senior Evaluation Expert, supported by two local research assistants in Darija Arabic. One team member will conduct the interview, while the other will take detailed notes for analysis. The team will debrief after each interview to summarize main themes and results. Interviews will be recorded with consent of respondents.

FOCUS GROUPS

We propose 10 focus groups, composed of roughly six to ten beneficiary CSO staff and other members. Based on program review, we will conduct focus groups among: (1) CSSP CSOs (not ISOs) and (2) CSSP coalition members and grantees. Focus group participants will be randomly selected from a list of CSO beneficiaries (non-ISO CSOs) across the five target regions. We will focus on the most cognizant CSO staff, and work with USAID/Morocco and available implementing partner staff to reach out to candidate participants, as well as determine necessary aggregations.

Table 8. Number of Interviews

INTERVIEWEE TYPE	NUMBER
CSO stakeholders	35-45
ISOs	5
ISO CSO partners	15-20
Local grantees	10-15
Coalition grantees	5
Public institution stakeholders	17
Territorial collectivities and their consultative bodies (MoU)	2
Territorial collectivities and their consultative bodies supported by Grantees/ISOs	5-8
MP/House of Councilors	4
DGCL	1
Ministries	2
Total	46-62

CSO SURVEY

The evaluation also includes a quantitative survey of CSSP beneficiary CSOs and unaffiliated individuals who participated in CSSP events to measure the scope of beneficiary experiences and attitudes towards the program. The survey will be administered in Fushah Arabic and capture key aspects of the evaluation, such as the effectiveness and sustainability of CSSP activities, and which aspects of the program worked well or not. The online survey will be supplemented with telephone and in-person interviews to contact those for whom no email address is available and for non-response follow-up to the online survey. The survey will be implemented after the in-depth interviews and focus groups, which will be used to refine the survey questionnaire.

From the information USAID provided, it appears that there were approximately 5,640 individual CSO participants (from about 2,250 organizations) in the CSSP list.⁴³ Among that list, there are 170 participants from 15 out-of-scope organizations (CSSP staff and members of the media), 873 participants from 167 units of local / regional government, and 1,210 participants who were unaffiliated with any organization (mainly students) or who did not provide an organizational affiliation. Our survey efforts will focus on two sets of participants: (a) the approximately 3,400 participants from over 2,000 CSOs and (b) the unaffiliated participants. Both for questions that can be analyzed at the level of the CSO and for individual participants, the pool of potential respondents appears to be sufficiently large to obtain estimates with acceptable margins of error.

The questionnaire will be comprised of mostly closed-ended questions and be informed by CSSP program documentation and studies, as well as by preliminary findings from in-depth interviews. Survey questions will be developed so that respondents will only need to answer questions relevant to their role in participating CSOs. While some questions, such as filters, will be “yes” or “no” responses, others will be three- to four-scale barometers in order to gauge the degree or extent of views. The survey will also include open-ended questions. In NORC’s experience, these types of questions yield more detailed information that also allow for more nuanced comparison and more sophisticated data analysis. Surveys will have a target length of under 30 minutes, and will be translated from English to Arabic. The NORC team, comprised of two Arabic speakers, will review the drafts for accuracy. For quality control purposes, surveys will be translated using two translators and an adjudication method to resolve differences. All instruments will be pre-tested to identify potential problem areas with the questionnaire, and to reduce measurement error and respondent burdens.

CSO Sample Design. For the survey of CSOs corresponding to CSO-affiliated participants, the calculation of required sample size for a particular margin of error is somewhat complicated by the list including multiple potential respondents for many CSOs. We address this issue by attempting to reach all respondents (which has added value for questions that can be analyzed at the level of individual participants, such as the quality of the training provided). For questions where the CSO is the unit of analysis, we will select the respondent that we determine to be the most appropriate CSO representative. Typically, in such a survey, we would seek a member of the CSO leadership, such as the President and/or the highest staff position in the organization. In this manner, we will create a CSO-level

⁴³ USAID/Morocco provided two Excel files with CSSP participant information: “List of CSSP Participants” and “Scanning of CSSP Events4”. As there are some differences in the number of CSOs and participants in the two files, the figures cited here are based on the list of CSSP participants. We will, as part of our sample frame construction, review both files to attempt to reconcile the differences, which may slightly change the final number of potential CSO and participant respondents, but we expect the changes to be minor and to have only a small effect on the expected margins of error for the surveys.

data set with one respondent per CSO. With such an approach, the survey will require a sample size of 708 cases for a margin of error (MOE) of $\pm 3\%$ and 325 for a MOE of $\pm 5\%$. Given the more than 2,000 CSOs in the sample frame, we would require a response rate in the range of 20-40% to achieve the above MOEs (taking into account the likelihood for some *ex post* statistical correction to adjust for potential selection bias).

Assuming a response rate of 15-20% for the initial online survey, we will supplement the online respondents with telephone/in-person interviewing for the approximately 600 participants who did not provide an email address and for those who do not respond to the online survey. (The revised budget included sufficient resources for attempting to complete 300 cases using telephone/in-person interviewing.) We expect that this combination of survey modes will allow us to reach the targeted $\pm 3\%$ - 5% MOE sample sizes. In addition, if the initial response rate to the online survey is sufficiently robust after the initial 2-3 week field period, we will review the responses for CSOs with multiple participants to assess whether those who responded fit the profile of the most appropriate CSO respondent. Where this is not the case, we will conduct follow-up outreach to the non-responding participants to attempt to identify and interview the most appropriate CSO-level respondent.

Unaffiliated Participant Sample Design. Given the available pool of approximately 1,200 potential respondents, this survey will require a sample size of 567 cases for a margin of error (MOE) of $\pm 3\%$ and 292 for a MOE of $\pm 5\%$. With the smaller number of potential respondents, we would require a response rate in the range of 30-50% to achieve the above MOEs (taking into account the likely need for some *ex post* statistical correction to adjust for potential selection bias). Although we can employ the same approach to this sample as for the CSO-affiliated sample, using telephone/in-person interviewing for those without email addresses and for non-response follow-up to the online survey, we believe the nature of the respondents will make it more difficult to reach this population and so it is less likely that we will reach the desired sample size required for statistically meaningful analysis compared to the CSO-affiliated sample. For this reason, we will only field the survey in the online mode (since the marginal cost of doing so will be quite low) and determine after data collection is completed what meaningful analysis can be done for this group. However, for evaluation questions for which the unit of analysis is the individual and for which CSO affiliation is not required, these responses can be pooled with the individual-level responses for the CSO-affiliated survey. The revised evaluation matrix in Table 9 summarizes our revised approach. The matrix will guide the fieldwork strategy and the evaluation activities.

Table 9. Evaluation Matrix

EVALUATION QUESTIONS AND SUB-QUESTIONS	METHODOLOGY	DATA SOURCES
Evaluation Question 1: The CSSP Cascade Model		
At which levels did the model work more or less efficiently and why?	The CSO survey, in-depth interviews, and focus groups among CSOs will assess levels of capacity development reached by both ISOs and CSOs in relation to the technical assistance deployed and external factors affecting the CSSP.	■ CSSP Program Staff ■ ISOs, CSSP CSO beneficiaries in each of the five program regions ■ USAID Mission personnel ■ CSSP Program documentation (progress reports, annual and quarterly reports, ISO reports, MEL & M&E data)
How effectively has CSSP's organizational development support for ISOs been translated into effective support and development of CSOs by the ISOs?	While the performance reports provide sufficient information on the progress made by the partner organizations with regard to the defined development plan, the evaluation will focus more on how this knowledge and techniques corresponded to a capacity need, how they were applied, and how advocacy initiatives were more or less effective.	
To what degree have the organizational capacities of the targeted five ISOs improved over the activity period to date?	We will examine the CSSP-ISO relationship and also the ISO-CSO relationship. In each, we will analyze: ■ Capacity-building supply / demand relationships and in particular the participatory approach in needs assessment, activity design and effect monitoring; ■ The quality of methods used; and ■ The effects generated both on ISOs and CSOs in terms of organizational capacity and advocacy efforts	
What factors have contributed to or inhibited those improvements?	To analyze organizational skills and capacities, we will use the organizational capacity categories used by the CSSP. We will also be able to rely on the monitoring system and the existing data collected by the CSSP. The evaluation team will analyze the correlations and explanatory factors for the observed changes.	
To what degree have the organizational capacities of the CSOs (being supported by the ISOs) improved? What factors have contributed to or inhibited those improvements?		
Evaluation Question 2: Effective Advocacy Campaigns		
Of all of the CSSP / ISO-supported advocacy campaigns, which campaigns and advocacy methods were most effective, and why?	The question will draw on surveys to assess CSO views of campaigns and advocacy methods.	■ CSSP Program Staff ■ CSSP and non-CSSP CSOs ■ CSSP ISOs, esp.: Mouvement des Initiatives pour la Réforme de la Loi des Associations ■ Local CSSP Grantees and of Coalition Grantees ■ Morocco representatives of local and national institutions ■ USAID Mission personnel ■ CSSP Program documentation (progress reports, annual and quarterly reports, ISO reports, MEL & M&E data)
Which campaigns or advocacy methods were least effective, and why?	The evaluation will also conduct in-depth interviews and focus groups to conduct a comparative analysis of advocacy initiatives and methods in relation to the CSSP Technical Assistance (TA) provided, highlighting the effects generated towards target marginalized groups and toward CSOs-local authority relations, as well as the internal and external factors underlying the success or failure of the initiatives. The evaluation will also assess: ■ At local level, advocacy initiative using participatory mechanisms (entities, petition) ■ At national level, advocacy campaigns on law / policy development/revision The evaluation will draw on a Strengths, Weaknesses, Opportunities and Threats (SWOT)-inspired analysis, highlighting strengths and weaknesses of the initiatives, as well as the enabling and hindering external factors.	

EVALUATION QUESTIONS AND SUB-QUESTIONS	METHODOLOGY	DATA SOURCES
Evaluation Question 3: Affecting Change in Legal Frameworks at National, Regional and Community Levels		
What specific changes were CSSP and the ISOs able, or unable, to effect on the legal and regulatory frameworks (i.e. the framework that governs civil society participation in the public policy process) at the communal, regional and national levels? In cases where CSSP / ISOs were unable to significantly affect a change, why was this the case, and what could have been done to improve effectiveness? What other actions could CSSP / ISOs have taken to support citizens' / civil society participation at the national, regional and communal levels?	The question will draw on the evaluation CSO survey, in-depth interviews and focus groups. ■ The evaluation will assess and analyze change in legal frameworks at the local (communal and regional) level: ■ Level of operationalization of the participatory democracy mechanisms. The evaluation will analyze in each region the conditions for establishing (composition / representation, internal regulations) CSSP consultation entities and their contribution to the development and monitoring of local policies (CAP, advisory notice), as well as the usage of the right to petition and to access to information. Priority will be given to the comparison between the Regional Council of Marrakech and of Tangier with regards to agreements signed with the CSSP. (1) The evaluation will assess at national level: ■ To what extent has the CSSP and its beneficiaries contributed to the development and revision of laws? ■ How activities under CSSP Objective 2 towards national public stakeholders contributed to an enabling environment for CSO advocacy work supported under CSSP Objective 1? ■ What mechanisms for dialogue and consultation have been established with the Ministry, the Parliament and the DGCL? (2) The evaluation will assess CSSP partner CSO ability to develop advocacy strategies and campaigns using the institutional mechanisms available, through the following analytical criteria: ■ Existing strategy plan and advocacy strategy plan ■ Expertise to perform and analyze research and data to develop policy recommendations ■ Constituencies ■ Coalitions that create or strengthen constituent networks throughout Morocco and engage effectively as coalitions ■ Social and political capital, including development of networks with policy makers from ministries and cabinets, as well as with MP groups. ■ Use of new information and communication technology tools	Local level ■ ISOs and beneficiaries ■ CSSP / non-CSSP CSOs ■ CSSP Local Grantees ■ Commune and Region (MoU): Council representatives and ■ Entity representatives ■ CSSP Coalition ■ Grantees National level ■ ISOs (Mouvement des Initiatives pour la Réforme de la Loi des Associations) ■ Moroccan officials at national institutions and Ministries (according to advocacy issues), DGCL, Parliament ■ USAID Mission personnel ■ CSSP Program Staff ■ CSSP Program documentation (progress reports, annual and quarterly reports, ISO reports, MEL & M&E data)

EVALUATION QUESTIONS AND SUB-QUESTIONS	METHODOLOGY	DATA SOURCES
Evaluation Question 4: Inclusion		
In terms of inclusion and access of population segments, what factors have enabled or hindered effective engagement of women, persons with disabilities, and marginalized youth? What adaptations might produce enhanced and scalable outcomes (particularly among these three groups) in future programming? What questions or themes would be most advantageous to include in a learning agenda for future research / assessments (particularly among these three groups)?	The question will draw on the CSO survey, in-depth interviews, and focus groups. Analysis of the inclusion of population segments will be done at three levels: ■ We will see in the analysis of constituencies and the governance of the supported CSOs how marginalized groups are better represented in organizations that defend their rights. ■ With regard to local governance, the consultation entities aim to represent marginalized groups. We will analyze through the review of the projects supported to degree of representation of the marginalized groups at the local level of governance. ■ We will analyze how the activities of CSSP and the initiatives supported have contributed to strengthening citizen participation and the defense of the rights of marginalized groups.	■ CSSP Program Staff ■ CSSP ISOs ■ CSO beneficiaries ■ Moroccan officials at the local and national levels ■ USAID Mission personnel ■ CSSP Program documentation (progress reports, annual and quarterly reports, ISO reports, MEL & M&E data)
Evaluation Question 5: Program Theory of Change		
Are the CCSP's ToC and assumptions valid? If not, why? What programmatic adaptations would be necessary to effectively scale-up increased civic participation in future programming?	Several links will be analyzed here: ■ What is the effective relationship between enhanced organizational capacities and enhanced advocacy actions? Should other type of capacities have been strengthened instead? ■ Are the supported ISOs and coalitions driving force that engage other CSOs in public policy process? What is the contribution of the CSSP? ■ Is there an increase and an improvement in citizen participation through institutional consultation mechanisms? ■ What would be the conditions for the ToC to be valid if this were not the case? ■ Is there an alternative to the strategy of supporting leading organizations and institutional consultation mechanisms in order to increase citizen participation and its effectiveness?	■ CSSP Program Staff ■ CSSP ISOs ■ CSO beneficiaries ■ Moroccan officials at the local and national levels ■ USAID Mission personnel

FIELDWORK PLAN

The Covid-19 pandemic, which resulted in exceptional confinement measures around the world, requires an adaptation of the evaluation implementation strategy laid out in the February Concept Note. The pandemic requires a postponement in in-country fieldwork.

To mitigate the effects of fieldwork postponement and facilitate acquisition of reliable results, we will conduct partial data collection. NORC proposes a three-phased fieldwork strategy, with the first drawing on remote fieldwork (during May). During this phase, we will select candidates for case study

selection, and conduct background remote interviews with key CSSP stakeholders and among cognizant personnel at USAID.

The second phase will focus on in-country face-to-face fieldwork (during August and September), following an assessment of the Covid-19 epidemic situation in Morocco, Switzerland and the U.S. The second phase of fieldwork will include additional interviews and focus groups. The third will comprise the CSO survey.

NORC will conduct weekly assessments of Covid-19 restrictions in the U.S., Morocco and Switzerland to determine when and if it is safe to conduct fieldwork. We will work with USAID in making decisions. We expect fieldwork Phases 2 and 3 to commence in September 2020.

PHASE I: CASE STUDY SELECTION AND REMOTE QUALITATIVE DATA COLLECTION

CASE STUDY SELECTION

Case studies illustrate and highlight in-depth, specific and complex program dynamics and processes by examining a case within its actual context. Case studies are valuable for addressing descriptive questions of *what* happened and more explanatory queries of *how* or *why* phenomena occurred. We propose two case studies: one that explores the Morocco CSSP cascade model and another that examines an advocacy effort. These are described below.

- Case Study 1: The Cascade Model of Capacity Building – Mouvement Alternative Citoyenne (ALCI), Fes.** ALCI is one of the largest regional organizations in Morocco, as a main recipient of international funding in support of civil society. Over the last 10 years, ALCI has been developing, notably with USAID, programs promoting the participation of civil society in public policy in the context of the regionalization reform process. The partnership agreement between ALCI and the Morocco CSSP presents a project structured around objectives that align with the CSSP theory of change: capacity building of ALCI to become a driving force for regional civil society mobilization in order to lead advocacy campaigns.
- Case Study 2: Movement of Initiatives for the Reform of Association Laws (MIRLA) National Advocacy Campaign.** MIRLA advocacy represents a unique experience of a coalition building process on a national scale addressing reform of the Moroccan Associations Law. The coalition is fully supported by the Morocco CSSP. AMSED, one of the Rabat-based CSSP ISOs, has played a crucial role in developing coalition members' capacities in public policy analyzing and advocacy. The CSSP helped support MIRLA's national advocacy campaign leading to the delivery of a memorandum. Given the challenges facing Moroccan CSOs identified in the literature review and program documents, a case study focusing on this advocacy campaign would be instructive.

The proposed case studies were selected based on a review of CSSP reports and literature. Findings from the survey, focus groups and in-depth interviews with CSSP implementers and stakeholders will guide case study analysis.

REMOTE IN-DEPTH INTERVIEWS

- **Background interviews with USAID-Morocco and CSSP staff (including ICNL).** The team will conduct background interviews with USAID-Morocco remotely to understand views of the program and challenges.

Interviews with CSSP program staff will address the evaluation questions, particularly those that appear to receive limited treatment in CSSP reporting, particularly EQ 1 (the CSSP ToC), EQ 3 (changing legal frameworks), and EQ 5 (inclusion). They also aim to identify the main additional documents that were not provided during the inception phase. This is particularly the case for the CSO database as the contact list provided does not allow mapping, sorting and clearly analyzing the beneficiary CSOs. The results of the interviews and the additional documents reviewed will be used to refine the protocols for CSOs and for the survey.

- Remote interviews with main implementing partner, Counterpart International and ICNL; Remote interviews with 10 partners CSOs' representatives (5 ISOs and 5 coalition). In-depth interviews will be conducted with these 10 organizations. Interview protocols have been designed to cover all aspects of the program and evaluation questions, while taking into account the specificities and roles of each organization (ISOs, coalition) in the program. They are structured around three main axes - capacity building, relations with local authorities and advocacy initiatives. The interview protocols comprehensively present all of the points that should be addressed during interviews which, given their importance, can be done in several stages.

The interviews with USAID, CSSP staff and program ISOs and CSOs will also be used to inform the case studies. Interviews will be conducted via Skype, phone, WhatsApp or an alternative secure platform. The NORC team will contact interviewees to request an interview. NORC will ask USAID and / or CSSP program staff for assistance with initiating contact to introduce and socialize the project and alleviate any concerns with speaking over the phone.

- **Assess the possibility of fieldwork in Morocco.** During late-spring and summer, the Covid 19 epidemic situation and the administrative confinement procedures will be assessed monthly in Morocco and in the country of residence of the experts to determine whether fieldwork can be carried out. Otherwise, the evaluation strategy will be adapted again to allow the evaluation to continue on a remote basis, by proposing alternative activities to those initially planned.

PHASE 2: IN-COUNTRY FIELDWORK – FOCUS GROUPS AND IDIS

If it is determined, following an assessment of CoVid-19 restrictions and conditions, that it is safe to travel to Morocco and conduct in-country, face-to-face fieldwork, the team will focus on the following activities in Phase 2. We expect to travel in September 2020:

- **Face-to-face Interviews.** The NORC team will conduct additional face-to-face interviews with CSSP CSOs – including a sample of grantees – based on interview protocols. We will further explore experiences of CSSP ISOs and coalition members to inform the case studies (see ANNEX)

Face-to-face interviews will also include discussions with Moroccan government officials. Thus, we will interview local authorities and consultative bodies, and national representatives. We may use this opportunity to request additional documentation.

- **Focus Groups.** The NORC team will conduct focus groups among two categories of beneficiaries: (1) CSSP CSOs and (2) coalition members and grantees. Focus group discussion guides will be developed based on Phase I interview findings. The focus groups will be conducted prior to the survey in order to inform the survey questionnaire.

PHASE 3: FACE-TO-FACE FIELDWORK – CSO SURVEY

The CSO survey, described previously, explores the nature of the relationship between these CSOs and the CSSP, the type of support provided and their effects on the actions taken by the supported CSOs and on the participation mechanisms at local and national levels.

As described above the survey will target affiliated CSSP CSOs which benefited from program support, as well as CSOs and stakeholders which were simply in contact with the CSSP and not affiliated with the program. The survey will be implemented after the focus groups. The implementation will rely on online, phone / WhatsApp / and face-to-face delivery strategies to capture views among those who did not respond to the online survey and those who did not have an email.

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ANNEX B: FINAL PROTOCOLS AND SURVEY INSTRUMENTS

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

REMOTE IN-DEPTH INTERVIEW PROTOCOL: ISOS

INTRODUCTION AND CONSENT

Hello, my name is _____. I am working with the National Opinion Research Center, at the University of Chicago, which is based in the United States. We are conducting a study of the Civil Society Strengthening Program. As you may know, the CSSP program seeks to improve CSO capacity to advocate for and support various issues in Morocco.

The objective of this interview is to provide us with an in-depth understanding of the CSSP activities, the strategies developed, as well as any challenges encountered during the implementation. Our aim is to learn from your experience, the best practices and the possible strategies that could be used in the future.

This should only take about one hour. But if we should need to contact you again for follow up interviews, may we do so? We are speaking with a number of stakeholders and beneficiaries, and we may want to follow-up with you, based on our findings.

In both the present and the future, your feedback is very important. The information you provide will be used to improve current and future programs like this one.

We will share your opinions with USAID, but your name and identity will be kept confidential and will not be shared with anyone. We are recording and taking notes of this discussion so that we can accurately record and summarize what you are saying. This is for purposes of analysis only and the recordings will not be kept once the analysis is finished. There are no “right” or “wrong” answers. Your participation in this interview is completely voluntary, and you can choose to stop participating at any time and leave without penalty.

May I begin?

ORGANIZATIONAL DEVELOPMENT

- (1) Was the organizational development (OD) of your association a priority before your partnership with the CSSP?
- (2) Did you participate in a needs assessment with CSSP?

Probe: If yes, did the needs assessed under the program and the themes proposed correspond to the needs that you yourself had identified?

- (3) Did you benefit from any organizational capacity development support?

Probe: Are you satisfied with the quality of the program’s methods and interventions in terms of organizational development? (training, coaching, knowledge production)

- (4) What method did you find the most interesting and useful for your organization?
- (5) What area of capacity building has been most beneficial? Why?
- (6) Were you able to put in practice the new techniques or knowledge learned through the training? Which ones?
- (7) Did you work on a new strategic plan with CSSP?

Probe: If yes, can you describe your new strategic plan? How is it different from other strategic plans that you were able to develop in the past, if any?

- (8) What have been the main challenges for your organizational development within the framework of the CSSP?
- (9) What are the lessons learned?
- (10) Which needs were not covered (either it was not identified, or it was identified but were not properly addressed)?

ADVOCACY CAPACITY DEVELOPMENT

- (11) To what extent was the development of your association's capacities a priority before your partnership with the CSSP?

Probe: Did the needs evaluated within the framework of the program and the proposed themes correspond to the needs that you had identified yourself?

- (12) How satisfied are you with the quality of the methods and interventions of the program in terms of advocacy development?

Probe: Would you say that your level of thematic expertise on participatory democracy and advocacy issues increased during the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your capacities for dialogue, lobbying and influence with decision makers in your region have increased during the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your capacity to mobilize, build and support regional associative networks or coalitions increased with the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your media coverage and your ability to mobilize media to address advocacy objectives increased with the program? In what way? How has the CSSP contributed to this?

- (13) What are the unmet needs (either that they were not identified, or that they were identified but were not properly addressed) and the limitations of the program? How to do it better in the future?

THE CASCADE MODEL AND SKILLS TRANSFER TO LOCAL CSOS

(14) Did you have any experience of strengthening local civil capacities prior to your engagement with the CSSP?

(15) For the CSSP, how did you identify and select the beneficiary CSOs for capacity building activities?

Probe: Did you have previous experiences with these CSOs in the past?

Probe: How did you assess their capacity building needs during the program?

(16) How relevant are the organizational development objectives for local CSOs?

Probe: Does it meet the needs of CSOs?

Probe: What are the expected effects of such capacity building?

Probe: To what extent does organizational development allow greater participation in public policies?

(17) Does the “organizational development” method from which you have benefited seem appropriate for strengthening the capacities of local CSOs?

Probe: Have you been sufficiently equipped to transfer skills to the CSOs? Can you provide me with specific examples?

Probe: Have you participated to a Training to Trainers (TOT)?

How do you like training to trainers?

Probe: Have you adopted the methods and themes according to the needs and level of capacity of the CSOs? Can you explain your method to us?

(18) Do the beneficiary CSOs experience a higher level of professionalization after CSSP? In what sense?

(19) How have the supported CSOs become better advocates at the local level?

Probe: Do they have better expertise in participatory democracy? In local issues/public problems that could be addressed by advocacy campaigns? What is your contribution to this improvement?

Probe: Are the supported CSOs more engaged in networks and coalitions sharing common advocacy objectives? What is your contribution?

Probe: Have the dialogue capacities of supported CSOs with the public authorities improved? How? What is your contribution?

Probe: What were the main challenges and lessons learned in the area of skills transfer?

Probe: What needs have not been covered?

ENGAGEMENT IN ADVOCACY CAMPAIGNS AND COALITIONS

Regional Level

(20) How has the CSSP helped support your advocacy initiatives and objectives? Please describe your advocacy objectives as organization, then the contribution of the CSSP.

(21) Have you contributed to improving the mechanisms of participatory democracy in your region?

Probe: In what ways? Tell me more.

Probe: What about at the municipal level (EPEOGA) and/or regional level (EPOGA and youth and Economic Affairs body)?

(22) Have you contributed to improving the design and monitoring of development plans? Do you think it has improved? In what ways?

Probe: What type of partnerships between civil society and the territorial collectivity have been created through the project? Have the conditions for dialogue and consultation improved as a result of the project?

Probe: Based on your experience, how would you assess the level of operationalization of the consultative bodies (for example, the implementation of participatory democracy principles and mechanisms enshrined in law)? How does this compared to the former CPEC period?

Probe: At the level of the right of petition, how many petition initiatives have been supported, submitted, and accepted with CSSP support?

Probe: How did you support the petition initiatives: capacity building (training), meetings facilitation, studies, funding?

Probe: To what extent has your organization provided support in designing, implementing and monitoring petition initiatives carried out by the CSO partners?

Probe: Give examples of initiatives that have succeeded and of initiatives that have failed.

(23) What are the main changes and results that your organization has achieved through your advocacy actions in your region? What contributions from the CSSP?

(24) What are the main challenges and the main lessons learned?

Probe: In your opinion what are the best and worst advocacy approaches and methods at the local level and why?

(25) What is the contribution from the MoU signed between the CSSP and the Territorial Collectivity?

(26) How could a program like the CSSP better respond to these challenges and lessons in the future?

National Level

(27) Have you contributed in the past or in parallel to the CSSP national advocacy initiatives?

Probe: What about campaigns or coalitions?

(28) Have you been part of MIRLA?

Probe: [IF YES, ASK] Can you tell us about your experience (for example, its constitution, objectives, functioning, and achievements)?

(29) In your view, what was the contribution of the CSSP to MIRLA in the areas of:

Probe: Training

Probe: Study production

Probe: Technical coaching

Probe: Intermediation/Facilitation with authorities: Ministry in relation with SC + room of advisers

(30) What was your contribution as well as that of the other members/ISOs at MIRLA?

(31) What is your relationship as an organization with "Appel de Rabat"? [IF ONE EXISTS, ASK] what was the relationship between MIRLA and "Appel de Rabat" or other similar coalition?

(32) Does MIRLA intend to last beyond the CSSP? How? What are the members' priorities, what functioning and collective actions, what follow-up, what relationship with other coalitions what are the plan for the future?

(33) What were the main challenges and lessons learned regarding MIRLA's actions and results?

(34) How could a future program like the CSSP better respond to these challenges and lessons?

Thank you and this concludes our interview.

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

REMOTE IN-DEPTH INTERVIEW PROTOCOL: CSO COALITIONS

INTRODUCTION AND CONSENT

Hello, my name is _____. I am working with the National Opinion Research Center, at the University of Chicago, which is based in the United States. We are conducting a study of the Civil Society Strengthening Program. As you may know, the CSSP program seeks to improve CSO capacity to advocate for and support various issues in Morocco.

The objective of this interview is to provide us with an in-depth understanding of the CSSP activities, the strategies developed, as well as any challenges encountered during the implementation. Our aim is to learn from your experience, the best practices and the possible strategies that could be used in the future.

This should only take about one hour. But if we should need to contact you again for follow up interviews, may we do so? We are speaking with a number of stakeholders and beneficiaries, and we may want to follow-up with you, based on our findings.

In both the present and the future, your feedback is very important. The information you provide will be used to improve current and future programs like this one.

We will share your opinions with USAID, but your name and identity will be kept confidential and will not be shared with anyone. We are recording and taking notes of this discussion so that we can accurately record and summarize what you are saying. This is for purposes of analysis only and the recordings will not be kept once the analysis is finished. There are no “right” or “wrong” answers. Your participation in this interview is completely voluntary, and you can choose to stop participating at any time and leave without penalty.

May I begin?

COALITION BACKGROUND/WARM-UP

- (1) Can you tell us about your coalition: constitution, members, objectives, advocacy experiences?
- (2) How did you hear about the CSSP?
- (3) Did you previously participate in other USAID civil society support programs? Other donors' programs?

ORGANIZATIONAL DEVELOPMENT

- (4) Did you benefit from any organizational capacity development support?

Probe: To what extent did your organization benefit from CSSP support to strengthen your organizational capacities as a coalition?

Probe: Was the organizational development of your coalition a priority before your partnership with the CSSP?

- (5) Did you participate in a needs assessment with CSSP?

Probe: Did the needs assessed under the program and the themes proposed correspond to the needs that you yourself had identified?

Probe: Are you satisfied with the quality of the program's methods and interventions in terms of organizational development?

Probe: What method did you find the most interesting for your organization?

- (6) What area of capacity building has been most beneficial?

Probe: Were you able to practice the new techniques discussed? Which ones?

Probe: Can you describe your new strategic plan for us? How is it different from other strategic plans that you were able to develop in the past?

- (7) What have been the main challenges for your organizational development within the framework of the CSSP? What are the lessons learned?

- (8) What are the unmet needs (either that they were not identified, or that they were identified but were not properly addressed) and the limitations of the program? How to fix it in future programming?

ADVOCACY CAPACITY DEVELOPMENT

- (9) To what extent was the development of your association's advocacy capacities a priority before your partnership with the CSSP?

Probe: Did the needs evaluated within the framework of the program and the proposed themes correspond to the needs that you had identified yourself?

- (10) Are you satisfied with the quality of the methods and interventions of the program in terms of advocacy development?

Probe: Would you say that your level of thematic expertise on participatory democracy and advocacy issues increased during the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your capacities for dialogue, lobbying and influence with decision makers in your region or nationally have increased during the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your capacity to mobilize, build and support regional associative networks or coalitions increased with the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your media coverage and your ability to mobilize media to address advocacy objectives increased with the program? In what way? How has the CSSP contributed to this?

- (11) What are the unmet needs (either that they were not identified, or that they were identified but were not properly addressed) and the limitations of the program? How to do it better in the future?

CASCADE MODEL AND SKILLS TRANSFER TO LOCAL CSOS (COALITION MEMBERS)

- (12) Did you have an experience of strengthening local civil capacities prior to your engagement with the CSSP?

- (13) Was training other CSOs part of your project or activities? For the CSSP, how did you identify and select the beneficiary CSOs to capacity building activities?

Probe: Did you have previous experiences with them in the past?

Probe: How did you assess their capacity building needs?

- (14) In your opinion, do you think that the approach and content of the training on organizational development was relevant for local CSOs?

Probe: Does it meet the needs of CSOs?

Probe: What are the expected effects of such capacity building?

Probe: What outcomes were reached?

Probe: To what extent does organizational development allow greater participation in public policies?

- (15) Does the “organizational development” method from which you have benefited seem appropriate for strengthening the capacities of local CSOs?

Probe: Have you been sufficiently equipped to transfer skills to the CSOs?

Probe: Did you participate in a Training of Trainers (ToT)?

Probe: How do you like training to trainers?

Probe: Have you adopted the methods and themes according to the needs and level of capacity of the CSOs? Can you explain your method to us?

- (16) Do the beneficiary CSOs experience a higher level of professionalization? In what sense?

- (17) How have the supported CSOs become better advocates at the local level?

Probe: How have the supported CSOs become better advocates at the national level?

Probe: How have the supported CSOs become better advocates at the regional level?

Probe: Do they have better expertise in participatory democracy? In local issues/public problems that could be addressed by advocacy campaigns? What is your contribution?

Probe: Are the supported CSOs more engaged in networks and coalitions sharing common advocacy objectives? What is your contribution?

Probe: Have the dialogue capacities of supported CSOs with the public authorities improved? How? What is your contribution?

Probe: What were the main challenges and lessons learned in the area of skills transfer?

Probe: What needs have not been covered?

ENGAGEMENT IN ADVOCACY CAMPAIGN AND COALITIONS

- (18) What has been the advocacy strategy of your coalition since its creation? Has it changed since your participation in the CSSP?
- (19) Does this strategy focus on defending the rights of marginalized groups? Who are they? What are the factors that explain this marginalization? How can the coalition respond to these issues and factors?
- (20) How has the project supported and funded by the CSSP contributed to the achievement of this strategy?

OPTION A: IF THE ADVOCACY STRATEGY CONSISTS OF STRENGTHENING THE MECHANISMS OF PARTICIPATORY DEMOCRACY.

- (21) Have you contributed to improving the mechanisms of participatory democracy in your region?

Probe: Can you provide examples of your contribution that happened at the level of consultative bodies at the municipal and/or regional level?

Probe: Constitution and functioning of the bodies? Design and monitoring of development plans?

Probe: What type of partnership exists between civil society and Territorial Collectivity? Have the conditions for dialogue and consultation improved? In your opinion what are the advantages to having an MoU signed between the CSSP and the Territorial Collectivity?

- (22) Based on your experience, how would you assess the level of operationalization of the consultative bodies (for example, the implementation of participatory democracy principles and mechanisms enshrined in law)? Compared to the former CPEC period?

Probe: How many petition initiatives have been supported, submitted, and accepted?

Probe: How did you support the petition initiatives: capacity building (training), meetings facilitation, studies, funding?

Probe: To what extent has your organization provided support in designing, implementing and monitoring petition initiatives carried out by the CSO partners?

Probe: Give examples of initiatives that have succeeded and initiatives that have failed. Why?

- (23) What are the main changes and results that your organization has achieved through your advocacy actions in your region? What contribution from the CSSP?
- (24) What are the main challenges and the main lessons learned?
- (25) How could a future program like the CSSP better respond to these challenges and lessons?

OPTION B: IF THE ADVOCACY STRATEGY FOCUSED ON A SPECIFIC THEME OR TARGET GROUP:

- (26) What were the main results of your advocacy actions?
- (27) What changes happened on the issues that your coalition wanted to defend or help solve?
- (28) What type of support, other than financial, did you receive from the CSSP?
- (29) Did it meet your needs? Are you satisfied with the quality of the services provided by the CSSP? What needs have not been covered? (either they were not identified, or they were identified but were not properly treated)
- (30) What were the main challenges and lessons learned regarding the action and results of your coalition?
- (31) How could a future program like the CSSP better respond to these challenges and lessons?
- (32) What is your current advocacy strategy? Do you have a financial partner for its implementation?

Thank you and this concludes our interview.

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

REMOTE IN-DEPTH INTERVIEW PROTOCOL: INDIVIDUAL GRANTEES

INTRODUCTION AND CONSENT

Hello, my name is _____. I am working with the National Opinion Research Center, at the University of Chicago, which is based in the United States. We are conducting a study of the Civil Society Strengthening Program. As you may know, the CSSP program seeks to improve CSO capacity to advocate for and support various issues in Morocco.

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- (3) Did you previously participate in other USAID civil society support programs? Other donors' programs?

ORGANIZATIONAL DEVELOPMENT

- (4) To what extent did your organization benefit from CSSP support to strengthen your organizational capacities as an organization?

Probe: Was the organizational development of your organization a priority before your partnership with the CSSP?

Probe: Did the needs assessed under the program and the themes proposed correspond to the needs that you yourself had identified?

Probe: Are you satisfied with the quality of the program's methods and interventions in terms of organizational development?

Probe: What method did you find the most interesting for your organization?

- (5) What area of capacity building has been most beneficial?

Probe: Were you able to practice the new techniques discussed? Which ones?

Probe: Did CSSP support you in strategic planning?

Probe: Can you describe your new strategic plan for us? How is it different from other strategic plans that you were able to develop in the past?

- (6) What have been the main challenges for your organizational development within the framework of the CSSP? What are the lessons learned?

- (7) What are the unmet needs (either that they were not identified, or that they were identified but were not properly addressed) and the limitations of the program? How to fix it in the future?

ADVOCACY CAPACITY DEVELOPMENT

- (8) To what extent was the development of your organization's advocacy capacities a priority before your partnership with the CSSP?

- (9) Did you participate in any needs assessment with CSSP?

Probe: Did the needs evaluated within the framework of the program and the proposed themes correspond to the needs that you had identified yourself?

- (10) Are you satisfied with the quality of the methods and interventions of the program in terms of advocacy development?

Probe: Would you say that your level of thematic expertise on participatory democracy and advocacy issues increased during the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your capacities for dialogue, lobbying and influence with decision makers in your region have increased during the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your capacity to mobilize, build and support regional associative networks or coalitions increased with the program? In what way? How has the CSSP contributed to this?

Probe: Would you say that your media coverage and your ability to mobilize the media to address advocacy objectives increased with the program? In what way? How has the CSSP contributed to this?

- (11) What are the unmet needs (either that they were not identified, or that they were identified but were not properly addressed) and the limitations of the program? How to do it better in the future?

ENGAGEMENT IN ADVOCACY CAMPAIGNS

- (12) What has been the advocacy strategy of your organization since its creation? Has it changed since your participation in the CSSP?
- (13) Does this strategy focus on defending the rights of marginalized groups? Who are they? What are the factors that explain this marginalization? How can your organization respond to these issues and factors?
- (14) How has the project supported and funded by the CSSP contributed to the achievement of this strategy?

OPTION A – IF THE ADVOCACY STRATEGY CONSISTS OF STRENGTHENING MECHANISMS OF PARTICIPATORY DEMOCRACY:

- (15) Have you contributed to improving the mechanisms of participatory democracy in your region?

Probe: can you please provide examples of ways participatory democracy was improved? At the municipal and/or regional level?

Probe: Have you participated to the constitution and functioning of the bodies? Or the development of design and monitoring of development plans?

Probe: What type of partnership exists between civil society and Territorial Collectivity? Have the conditions for dialogue and consultation improved? In your opinion what advantages have there been to have an MoU signed between the CSSP and the Territorial Collectivity?

- (16) Based on your experience, how would you assess the level of operationalization of the consultative bodies (for example, the implementation of participatory democracy principles and mechanisms enshrined in law)? Compared to the former CPEC period?

Probe: Did you participate with the petitions? How many petition initiatives were supported, submitted, and accepted?

Probe: How did you support the petition initiatives: Capacity building (training), meetings facilitation, studies, funding?

Probe: To what extent has your organization provided support in designing, implementing and monitoring petition initiatives carried out by the CSO partners?

Probe: Give examples of initiatives that have succeeded and initiatives that have failed.

- (17) What are the main changes and results that your organization has achieved through your advocacy actions in your region? What contribution from the CSSP?

- (18) What are the main challenges and the main lessons learned?
- (19) How could a future program like the CSSP better respond to these challenges and lessons?

OPTION B – IF THE ADVOCACY STRATEGY FOCUSED ON A SPECIFIC THEME OR TARGET GROUP:

- (20) What were the main results of your advocacy actions?
- (21) What changes happened on the issues that your organization wanted to defend or help solve?
- (22) What type of support, other than financial, did you receive from the CSSP?
- (23) Did it meet your needs? Are you satisfied with the quality of the services provided by the CSSP? What needs have not been covered (either they were not identified, or they were identified but were not properly treated)?
- (24) What were the main challenges and lessons learned regarding the action and results of your organization?
- (25) How could a future program like the CSSP better respond to these challenges and lessons?
- (26) What is your current advocacy strategy? Can you please explain how it has built or learned from the advocacy plan supported by CSSP? Do you have a financial partner for its implementation?

Thank you and this concludes our interview.

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

REMOTE IN-DEPTH INTERVIEW PROTOCOL: MOROCCO CSSP STAFF/PERSONNEL

INTRODUCTION AND CONSENT

Hello, my name is _____. I am working with the National Opinion Research Center, at the University of Chicago, which is based in the United States. We are conducting a study of the Civil Society Strengthening Program. As you may know, the CSSP program seeks to improve CSO capacity to advocate for and support various issues in Morocco.

The objective of this interview is to provide us with an in-depth understanding of the CSSP activities, the strategies developed, as well as any challenges encountered during the implementation. Our aim is to learn from your experience, the best practices and the possible strategies that could be used in the future.

This should only take about one hour. But if we should need to contact you again for follow up interviews, may we do so? We are speaking with a number of CSSP personnel, stakeholders and beneficiaries, and we may want to follow-up with you, based on our findings.

In both the present and the future, your feedback is very important. The information you provide will be used to improve current and future programs like this one.

We will share your opinions with USAID, but your name and identity will be kept confidential and will not be shared with anyone. We are recording and taking notes of this discussion so that we can accurately record and summarize what you are saying. This is for purposes of analysis only and the recordings will not be kept once the analysis is finished. There are no “right” or “wrong” answers. Your participation in this interview is completely voluntary, and you can choose to stop participating at any time and leave without penalty.

May I begin?

BACKGROUND/WARM-UP

- (1) Please describe your role on the CSSP?
- (2) How long have you been with the program?
- (3) Describe how CSOs were selected for the program?
- (4) What would you say are the most significant challenges facing CSOs in Morocco today?
- (5) Regarding CSO internal capacities, what would you say are the most significant strengths of the CSSPs CSO participants?
- (6) What would you say are the biggest weaknesses of program CSOs? In other words, what have been the main organizational development challenges within the framework of the CSSP?

Probe: How well did the program transfer skills in the areas of training, coaching, and knowledge production? Why was this successful/not successful?

Probe: Was there a capacity area that seemed most beneficial for CSOs? Why?

(7) What are the lessons learned in terms of management and impact?

(8) What CSO advocacy capacities were strongest in your view following CSSP support?

Probe: What would you say is the most significant advocacy success for the CSSP?

(9) In your view, in what ways, if any, did local CSOs improve their ability to reach out to communities and mobilize other CSOs following their engagement with the CSSP?

(10) How did you identify and select the beneficiary CSOs for capacity building activities?

(11) How relevant is the organizational development objective for local CSOs?

(12) Does the “organizational development” method seem appropriate for strengthening the capacities of local CSOs?

Probe: Have skills been transferred sufficiently to the CSOs?

Probe: Have you adopted the methods and themes according to the needs and level of capacity of the CSOs? Can you explain your method to us?

(13) To what extent are CSOs more professional since their involvement with the CSSP?

Probe: Can you provide examples?

Probe: To what extent are CSOs better at supporting and applying participatory democracy?

(14) What is working especially well with the Cascade Model?

Probe: Can you give me an example?

Probe: Where are improvements needed with the Cascade Model?

(15) How have the supported CSOs become better advocates at the local level?

Probe: Probe: Can you give me an example?

Probe: To what extent were CSOs able to serve beneficiaries?

Probe: Are CSO relations with local authorities improved? What about at the national level?

(16) To what extent did the CSSP contribute to participatory democracy and the regional and national levels?

Probe: Can you give me examples of each?

Probe: How effective are the CSSP-supported networks and coalitions in conducting their advocacy? Can you provide examples?

- (17) Describe the relationship between the CSSP and government officials that engaged with the CSSP program.

Probe: What were the challenges?

Probe: What, if anything, could have been done differently?

- (18) Describe the relationship between the program and USAID.

- (19) How well did CSOs communicate needs to CSSP ISOs?

- (20) Do you believe that the ISOs were responsive to the needs of program CSOs?

Probe: Why or why not?

Probe: Were there any unmet needs? If so, how could this have been addressed?

- (21) What aspects of the CSSP program are most sustainable?

Probe: What aspects of the Cascade Model are transferable to other similar projects or countries?

- (22) What aspects of the CSSP program are least sustainable?

Thank you and this concludes our interview.

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

REMOTE IN-DEPTH INTERVIEW PROTOCOL: ICNL

INTRODUCTION AND CONSENT

Hello, my name is _____. I am working with the National Opinion Research Center, at the University of Chicago, which is based in the United States. We are conducting an evaluation of the Civil Society Strengthening Program.

The objective of this interview is to provide us with an in-depth understanding of the CSSP activities, the strategies developed, as well as any challenges encountered during the implementation. Our aim is to learn from your experience the best practices and the possible strategies that could be used in the future.

This should only take about one hour. But if we should need to contact you again for follow up interviews, may we do so? We are speaking with a number of CSSP personnel, stakeholders and beneficiaries, and we may want to follow-up with you, based on our findings.

In both the present and the future, your feedback is very important. The information you provide will be used to improve current and future programs like this one.

We will share your opinions with USAID, but your name and identity will be kept confidential and will not be shared with anyone. We are recording and taking notes of this discussion so that we can accurately record and summarize what you are saying. This is for purposes of analysis only and the recordings will not be kept once the analysis is finished. There are no “right” or “wrong” answers. Your participation in this interview is completely voluntary, and you can choose to stop participating at any time and leave without penalty.

May I begin?

BACKGROUND/WARM-UP

Could you say a few words about your organization and the beginning of its engagement in the program?

SUPPORT FOR THE ADOPTION OF LAWS RELATED TO THE CSO LEGAL ENVIRONMENT

I would like to think about the various legislative texts on which you may have worked and consider the different time periods. Specifically, I would like you to consider the support you provided for the development of laws - before MIRLA and with MIRLA.

Let's start with the laws of 2016 on petition and on motion, before MIRLA:

- (1) At what level of the public policy process did you start your intervention? Can you remind us of the political and institutional context at the time when the CSSP started? How can you best describe the nature of parliamentary debates?

- (2) Can you remind us of the methods used to support the adoption of these laws? Who were the main stakeholders, targets, allies, or partners for the activities carried out?
- (3) A number of amendments are mentioned in the report which would have been accepted in accordance with your recommendations. Can you tell us about the stakeholders in favor of these amendments and other civil society actors that promoted them?
- (4) Among the recommendations made, which were not taken into account?

Probe: Were any recommendations of some importance?

Probe: What would need to be changed in these two laws to improve the conditions for participation of civil society in political processes?

MIRLA

We now have some questions about the coalition-building process.

- (5) Where did the idea for MIRLA come from? What was the rationale behind its establishment? What was the value-added compared to existing coalitions, in which ISOs are already participating?
- (6) On what common bases did the members come together? Were there initially points of divergence in terms of promoted values and objectives?
- (7) Has a common strategy and/or an organization chart of the network been established? In what way? What role was defined for MIRLA members? What was the role of ICNL?

Now we will discuss the laws that are the result of advocacy activity.

- (8) At what level of the public policy process did you start your intervention? Can you remind us of the political and institutional context? How can you best describe the nature of parliamentary debates?
- (9) Can you remind us of the methods used to support the adoption of these laws? Who were the main stakeholders, targets, allies, or partners for the activities carried out?
- (10) What are the main results of MIRLA's actions in terms of legislative and regulatory change?
- (11) How long did it take you to develop the legislative advocacy package presented to members of the parliaments?
- (12) How did you ensure that the advocacy campaign outcomes reflected the expectation of civil society?
- (13) What were the main challenges of the consultation/relationship between MIRLA and the legal expert(s), and between MIRLA and local CSOs?

- (14) How did you organize/facilitate the coordination between the CSOs and MIRLA?
- (15) Describe the CSSP's relationship (including ICNL and MIRLA) with government officials that engaged with the CSSP program in legal advocacy efforts.

Probe: What were the challenges?

Probe: What was the attitude of the ministries toward the CSSP, including MIRLA? Would you say attitudes were generally responsive or skeptical?

Probe: Did engagement differ depending on each ministry's interest?

Probe: What, if anything, could have been done differently?

- (16) Do you believe that MIRLA was responsive to the needs of "downstream" CSOs?

Probe: Why or why not?

Probe: Were there any unmet needs? If so, how could they have been addressed?

- (17) What measures could have been integrated in the program to also ensure that laws are implemented effectively?

- (18) What aspects of the CSSP program are most sustainable?

SUPPORT TO REGIONAL COUNCILS FOR ESTABLISHMENT OF PARTICIPATORY MECHANISMS

- (19) What was the initial situation? What were the main challenges? Were lessons learned from past experiences? From whom did the request for your intervention come?
- (20) What was your support for the Regional Councils and the advisory bodies?
- (21) Probe: Can you describe your intervention method, the expected and achieved results, the key stakeholders, the main challenges and opportunities, and the main changes compared to the previous situation?
- (22) Do you consider that the participation mechanisms are operational, and allow meaningful CSO participation?

DGCT

- (23) Describe DGCT involvement in your activities?

Probe: What were the positive and negative effects?

HOUSE OF COUNCILORS

- (24) How did you engage with members of the House of the Councilors (HoC)?

- (25) What kind of cooperation was ICNL able to develop with the HoC and what were the main outcomes, challenges and opportunity, in regards to the following:

Probe: Tell me about the implementation of new public participation mechanisms established in 2016? What were the main outcomes? How did it help the ICNL policy work?

Probe: What about the internal bylaws of the House of Councilors (HoC)?

Probe: Describe the collaboration on the legal framework for the Right of Access to Information in 2019?

- (26) In the future, what should be changed, developed or stopped in the collaboration between the HoC and an organization like ICNL?

Probe: What areas remain that need to be improved with respect to civil society participation in policy process (from the CSOs and from the government)?

CSO CAPACITY STRENGTHENING

- (27) How did you identify and select the beneficiary CSOs for capacity building activities?
- (28) What type of needs have you specifically addressed?
- (29) In your view, in what ways, if any, did ISOs improve their capacity to reach out to communities and mobilize other CSOs following their engagement with the CSSP?
- (30) What worked especially well with the Cascade Model? What did not work well?
- (31) What would you say are the most significant challenges facing CSOs in engaging with the legislative and policy process in Morocco today?
- (32) Regarding CSO capacities, what would you say are the most significant strengths of the MIRLA's members? In your view, what CSO advocacy capacities were strongest following CSSP support?
- (33) To what extent, if at all, are CSOs more professional since their involvement with the CSSP?

Thank you for your time. This concludes our interview.

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

REMOTE IN-DEPTH INTERVIEW PROTOCOL: MOROCCAN GOVERNMENT OFFICIALS

INTRODUCTION AND CONSENT

Greetings, Honorable _____. My name is _____. I am working with the National Opinion Research Center, at the University of Chicago, which is based in the United States. We are conducting a study of the USAID's Civil Society Strengthening Program, between 2015 and 2019. As you may know, the CSSP sought to improve enhanced collaboration and partnership between CSOs and the government at the national and local levels on various issues.

The objective of this interview is to provide us with an in-depth understanding of the CSSP activities, the strategies developed, as well as any challenges encountered during the implementation. Our aim is to learn from your unique experience, the best practices and the possible strategies that could be used in the future.

We understand your time is very valuable, and so, this should only take about 45 minutes. But if we should need to contact you again for follow up interviews, may we do so? We are speaking with a number of CSSP personnel, stakeholders and beneficiaries, and we may want to follow-up with you, based on our findings.

In both the present and the future, your feedback is very important. The information you provide will be used to improve current and future programs like this one.

We will share your opinions with USAID, but your name and identity will be kept confidential and will not be shared with anyone. We are recording and taking notes of this discussion so that we can accurately record and summarize what you are saying. This is for purposes of analysis only and the recordings will not be kept once the analysis is finished. There are no "right" or "wrong" answers. Your participation in this interview is completely voluntary, and you can choose to stop participating at any time.

REPRESENTATIVES OF THE PARTNER TERRITORIAL COLLECTIVITIES (REGIONS, COMMUNES)

Background/Warm-Up

May I begin?

- (1) What is the name of your territorial collectivity?
- (2) What is your title?
- (3) If elected position at the Council:
 - (a) For how long have you been in this position?
 - (b) What political party do you represent?
 - (c) Do you represent the opposition/majority?

- (4) Could you please tell us about the experience of the Collectivity in regards to the establishment of mechanisms for the participation of civil society?

Probe: What was your experience with regard to development, implementation and monitoring of Communal Action Plan/Regional Development Plan?

- (5) What was the nature of the relationship with the civil society at the time when you assumed your duties within the Collectivity? [PLEASE PICK ONE]

- (a) Very weak relationship because civil society was not visible
- (b) Weak relationship because of civil society lack experience
- (c) Weak relationship because civil society was not considered a legitimate actor
- (d) Collaborative and positive
- (e) Collaborative and critical
- (f) Confrontational and inability to resolve conflict
- (g) Confrontational but discussion and negotiation were possible

[IF ONE OF THESE IS NOT SELECTED, PROBE FOR EACH. PROBE FOR WHY]

- (6) To what extent did you have an opportunity to collaborate with the CSSP?

Probe: What were your expectations, objectives and interests at the Collectivity?

Probe: How did this collaboration go (what was done, what was not done)?

- (7) Have the objectives been achieved?

Probe: What were the factors contributing to success or obstacles?

- (8) What activities proposed by the CSSP/ICNL were most beneficial for the development of a partnership between the Collectivity and civil society?

- (9) Have relations between the Collectivity and civil society improved since the CSSP program? In which way?

- (10) Have the consultative bodies created since 2016 made a relevant contribution from civil society in the following ways:

- (11) What lessons can be learned from the right to petition?

Probe: In view of the number and quality of petitions submitted, do you consider the petition to be a relevant and effective instrument for enabling civic participation?

Probe: Can you give us examples of successful petitions since 2016?

Probe: What was the contribution/role of the CSSP?

REMOTE IN-DEPTH INTERVIEW PROTOCOL: CONSULTATIVE ENTITY REGION/COMMUNE REPRESENTATIVES

BACKGROUND/WARM-UP

- (1) What is the name of the consultative entity?
- (2) What category best describes your age?
 - (a) 18-25
 - (b) 26-35
 - (c) 36-45
 - (d) 46-55
 - (e) Over 55
- (3) Gender: Male/Female
- (4) Are you engaged in a CSO? Yes/No
- (5) Are you engaged in a political party? Yes/No
- (6) Which best describes your position in the Collectivity
 - (a) Civil servant
 - (b) Elected member of council
 - (c) Neither of these two

EXPERIENCE WITH COLLECTIVITY

- (7) Could you please tell us about the experience of the Collectivity in regards to the establishment of mechanisms for the participation of civil society?

Probe: Was a Development/Action Plan adopted, were the consultative bodies established? If so, when?

Probe: What was your experience with regard to implementation and monitoring of development plans?

- (8) Describe the development plan process. When was the instance created?

Probe: What was the creation process like?

Probe: What role did the President of the Council play?

- (9) How was civil society represented?

Probe: Which method was used for decision making (majority deliberation)?

(10) Did you participate in the design of the development plan? What was the method used?

(11) What is the status of the development plan today?

Probe: How does the body manage to follow up?

(12) In general, how would you describe the consultative entity's relationship with the Collectivity Council? [PLEASE PICK ONE]

- (a) Very weak because the council does not want to collaborate
- (b) Weak relationship because elected officials are not competent
- (c) Weak because the Body has few powers
- (d) Collaborative and positive
- (e) Collaborative and critical

[IF ONE OF THESE IS NOT SELECTED, PROBE FOR EACH. PROBE FOR WHY]

(13) What is your understanding of the role of your entity currently? Is it different today than it was when you started your experience with the advisory body?

(14) What support did you receive from the CSSP?

Probe: Are you satisfied with CSSP support?

Probe: What changes did this help bring about in regards to: your ability to carry out your mission? The dialogue between civil society and public authorities?

(15) What lessons can be learned from the right to petition?

Probe: Do you consider the petition to be a relevant and effective instrument for enabling civic participation?

Probe: Can you give us examples of successful petitions since 2016?

Probe: What was the contribution/role of the CSSP?

(16) What should be done to support and improve the operationalization of the participation mechanisms for civil society?

DGCT

(17) What lessons did the DGCT draw from the experience of advisory committees at the commune level under the regime of the Communal Charter from 2009 to 2015?

(18) When and how did the collaboration with the CSSP start? What were your expectations, objectives and interests for this program? In what way was DGCT involved?

(19) What appreciation do you give of the activities that have been carried out by the CSSP and of which you are aware?

(20) What lessons does the DGCT draw from the experiences of the new consultative bodies created at the regional and municipal levels since 2016? What types of operationalization factors influenced their successes and failures? What was the contribution of the CSSP?

(21) In what ways do you think the consultative bodies created in 2016 made relevant contributions to civil society?

(22) What lessons can be learned from the right to petition?

Probe: Is it a relevant and effective mechanism for enabling civic participation?

Probe: What are the most persistent obstacles?

(23) What should be done to support and improve the operationalization of the participation mechanisms for civil society?

MEMBERS OF PARLIAMENT AND COMMISSIONS

(ADOPTION OF 2016 LAWS: ICNL ONLY)

(24) Did you take part in parliamentary discussions, and/or the work of a committee, concerning these two draft laws? How can you describe the nature of parliamentary debates?

Probe: The 2016 Petition Draft law?

Probe: The 2016 Motion Draft law?

Probe: To what extent was there consensus?

(25) To what extent are you familiar with the CSSP and ICNL? Did you participate in any of their activities regarding the 2016 Petition Draft Law and the 2016 Motion Draft law?

Probe: Have you consulted their studies? Which ones?

Probe: Have you participated in training?

Probe: Were you aware of their recommendations on the amendments to these two draft laws?

(26) To what extent do you consider the CSSP or ICNL major influencers within civil society regarding the proposed amendments to the draft laws?

(27) To the best of your knowledge, what were the main CSOs/Programs involved in advocacy work on these draft laws at the time?

(ADOPTION OF LAWS SINCE 2018: MIRLA/ICNL)

(28) To what extent were you involved in any of the discussions around the laws below?

Probe: The Amendments to the Decree on Associations

Probe: The Public Consultations Law

Probe: The Public Fundraising Law

Probe: The Finance Law of 2019 and launch an advocacy campaign for tax reform

Probe: How would you describe the nature of parliamentary debates?

- (29) Did you participate in any activities organized by the CSSP/ICNL regarding these laws?
- (30) Are you familiar with MIRLA? Do you know any of its member organizations?
- (31) Are you aware of their proposed amendments and recommendations concerning one of these draft laws or reforms?
- (32) To what extent do you consider MIRLA a relevant interlocutor within civil society regarding the proposed amendments to these draft laws? Why or why not?
- (33) Do you know of other CSOs who have been involved in these draft laws through advocacy actions?

ADDITIONAL QUESTIONS FOR MEMBERS OF HOUSE OF COUNCILORS

- (34) Describe the kind of cooperation that developed with ICNL during the implementation of new public participation mechanisms established in 2016? What are the main outcomes?
- (35) Describe the collaboration with ICNL on the internal bylaws of the House of Councilors (HoC)
- (36) In the future, what should be changed, developed or not continued in the collaboration between the HoC and an organization like ICNL?

Probe: What areas need improvement with respect to civil society participation in public policymaking processes?

KEY MINISTRY REPRESENTATIVES

(ADOPTION OF 2016 LAWS: ICNL ONLY)

- (37) To what extent are you familiar with the CSSP and ICNL?

Probe: Did you participate in any of their activities regarding the 2016 petition draft law? Probe: Regarding the 2016 Motion Draft law, have you consulted CSSP/ICNL studies? Which ones?

Probe: Have you participated in any CSSP/ICNL trainings?

Probe: Were you aware of their recommendations on the amendments to these two draft laws?

- (38) To what extent do you consider the CSSP or ICNL major influencers within civil society, regarding the proposed amendments to the draft laws?

Probe: Have you participated in any CSSP/ICNL trainings?

Probe: Were you aware of their recommendations on the amendments to these two draft laws?

(38) To what extent do you consider the CSSP or ICNL major influencers within civil society, regarding the proposed amendments to the draft laws?

(39) What were the main CSOs/Programs involved in advocacy work on these draft laws at the time?

(ADOPTION OF LAWS SINCE 2018: MIRLA/ICNL)

(40) To what extent are you familiar with MIRLA?

Probe: Are you familiar with at least one of its member organizations?

Probe: How did you first encounter MIRLA? Was it during a specific meeting at the Ministry? Probe: Was it at a seminar/conference to which the Ministry was invited?

Probe: Did you encounter MIRLA another way (for example, through press release, memorandums, etc.)?

(41) In what ways did contact continue thereafter?

(42) Has the Department participated in training?

(43) To what extent are you aware of the following proposed amendments and recommendations concerning one of these draft laws or reforms? [PROBE FOR KNOWLEDGE OF EACH]

(a) Public Consultations Law

(b) Public Fundraising Law

(c) Amendments to the Decree on Associations

(d) Finance Law of 2019 and launch an advocacy campaign for tax reform.

(44) Do you consider MIRLA a relevant interlocutor within civil society regarding the proposed amendments to these draft laws? Why or why not?

(45) Do you know of other CSOs that have been involved in these bills through advocacy actions?

Probe: Who are they?

(46) What should be done to support and improve the operationalization of the participation mechanisms for civil society?

Thank you for your time. This concludes our interview.

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

ONLINE AND TELEPHONE SURVEY OF CSO BENEFICIARIES [DRAFT]

This survey is part of an independent evaluation of the Morocco Civil Society Strengthening Program (CSSP), a program funded by the United States Agency for International Development (USAID) and implemented by Counterpart International and the International Center for Not-for-Profit Law (ICNL).

You are receiving this survey, because you received capacity building support during 2016-2019 from one of the following organizations: AMSED, Colombe Blanche, Alternatives Citoyennes, ENNAKHIL, and EZZAHRAE. It is also possible that you may have received support from directly from the Morocco Civil Society Strengthening Program (also referred as the CSSP) or from one of this program's main implementing partners, Counterpart International and the International Center for Not-for-Profit Law (ICNL).

NORC, a research center associated with the University of Chicago, is conducting this independent survey on behalf of USAID to learn how organizations like yours that received support from Counterpart and ICNL confront the challenges facing civil society organizations (CSOs) in your country, and how programs like CSSP and its partner organizations affect the ability of CSOs to adapt to such challenges.

This survey is an important way for getting truly representative opinions of CSO experiences. We value your opinion, which will be used to help to improve international programs supporting your CSO and other CSOs in your country. Your responses will help us to evaluate the effectiveness of the overall CSSP program and guide USAID and Counterpart to improve their programs to better assist you and other CSOs in Morocco in the future.

This survey should take no more than 20-25 minutes to complete, and you may take the survey in Arabic or French. Your participation in this survey is voluntary. If you are unable to answer a question, you may skip it. NORC guarantees the confidentiality of your responses. The information you provide will be used in summary form only, and will not identify you as a participant of this survey.

If you have questions or need assistance in any way, please e-mail Renee Hendley, Senior Research Scientist and Survey Manager at NORC at the University of Chicago, at CSSPSurvey@norc.org so that we may assist you. Thank you very much for your participation.

By clicking the 'Next' button at the bottom right of the screen, you acknowledge your acceptance to participate in this survey.

ORGANIZATION BACKGROUND

- (a) What is the name of your organization? _____ [OPEN-ENDED]
- (b) In what year was your organization created? If you are not sure, you may skip the question.
Year: ____ [1990-2019]
- (c) Where is your organization headquarters located?
- Name of Region: _____ [DROP-DOWN]
- Name of Province/Prefecture: _____ [DROP-DOWN]
- Name of Commune: _____ [DROP-DOWN]
- (d) Would you describe the commune as Urban or Rural? Please select only one.
- (1) Urban
(2) Rural
(96) Other (please specify): _____ [OPEN-ENDED]
- (e) What title do you hold within your organization?
- (1) President/Chief Operating Officer (mostly manages the organization)
(2) Program Manager/Project Manager (mostly manages people and projects)
(3) Program Officer/Project Officer (mostly implements projects)
(4) Administrative staff (secretarial tasks/maintenance) [END SURVEY]
(96) Other (please specify): _____ [OPEN-ENDED]
- (f) Do you feel comfortable answering questions about your organization's activities for this survey?
- (1) Yes [SKIP TO Q1]
(2) No
- (g) [ONLY ASK IF A7=No] Could you please recommend someone who is knowledgeable and comfortable and provide their email or phone number? [END SURVEY UPON ENTRY]
- (1) Name: _____ [OPEN-ENDED]
(2) Email: _____ [OPEN-ENDED]
(3) Telephone: _____ [NUMERIC, 10 DIGITS]

Now, we will begin with some questions about your organization and its activities.

- (Q1) You received this survey because according to our records, you or your organization likely received some sort of training or capacity building sometime between 2016-2019 through an organization affiliated with the Morocco Civil Society Strengthening Program (CSSP), with either Counterpart International, ICNL, AMSED, Colombe Blanche, Alternatives Citoyennes, ENNAKHIL, or EZZAHRAE).

With which partner organization did you primarily engage for activities? Please select one.

- (1) Counterpart International
- (2) ICNL
- (3) AMSED
- (4) Colombe Blanche
- (5) Alternatives Citoyennes
- (6) ENNAKHIL
- (7) EZZAHRAE
- (96) Other, please specify: _____ OPEN-ENDED
- (97) I do not know

- (Q2) In what year(s) did you or your organization participate in activities with [ORGANIZATION MENTIONED IN Q1] and the CSSP? Please select all that apply.

- (1M) 2016
- (2M) 2017
- (3M) 2018
- (4M) 2019
- (1) Did not participate in any of these year END SURVEY
- (98) Do not know

END SURVEY

- (Q3) In which activities did you or your organization participate when engaged with [ORGANIZATION MENTIONED IN Q1] and the CSSP? Please select all that apply.

- (1M) Advocacy campaign support (for example, defense of the rights of women/youth/people with disabilities/marginalized groups)
- (2M) Communication/community engagement on public policy
- (3M) Training
- (4M) Governance/transparency advocacy campaign
- (5M) Participation in the development of an action plan or the development of a local authority partnership
- (96M) Other, please specify: _____ OPEN-ENDED

- (Q2b) At what level does your main intervention activity take place? Please select all that apply.

- (1) The district level
- (2) The city level
- (3) The provincial level
- (4) The regional level
- (5) The national level

(Q4) To the best of your recollection, how were you or your organization introduced to [ORGANIZATION MENTIONED IN Q1] and the CSSP?

- (1) From an intermediary/from a CSO already partnered with the CSSP
- (2) Directly from the CSSP/CSSP teams/CSSP staff
- (3) From your own research about the program
- (4) Through an open call for proposals
- (96) Other (Please specify) _____ OPEN-ENDED

(Q5) In your view, what one activity did you or your organization benefit from the most through engagement with [ORGANIZATION MENTIONED IN Q1] and the CSSP?

- (1) Advocacy campaign support (for example, defense of the rights of women/youth/people with disabilities/marginalized groups)
- (2) Communication and community engagement on public policy
- (3) Training
- (4) Governance/transparency advocacy campaign
- (5) Participation in the development of an action plan or the development of a Local Authority
- (96) Other, please specify: _____ OPEN-ENDED
- (1) Did not benefit

CAPACITY DEVELOPMENT

(Q6) Thinking of your activities with [ORGANIZATION MENTIONED IN Q1] and the CSSP, from which of the activities below did you or your organization benefit from **the most** in your view?

- (1) Training
- (2) Information sessions on the CSSP
- (3) Multi-stakeholder thematic meetings
- (4) Awareness-raising sessions on participatory democracy
- (5) Financing
- (96) Other, please specify: _____ OPEN-ENDED
- (97) None

(Q7) To the best of your recollection, what were the topics addressed during [ORGANIZATION MENTIONED IN Q1] and CSSP trainings, information sessions and/or meetings attended by you or your organization? Please select all that apply.

- (1M) Project set up, strategic planning and fundraising
- (2M) Participatory democracy focusing on local consultative bodies, the right to petition, and access to information
- (3M) Advocacy techniques and rights-based approaches, gender approach
- (4M) Organizational development, including financial management, results-based project management, human resources, and communication
- (5M) Common-interest issues, such as the environment, education, culture, and health
- (96M) Other, please specify: _____ OPEN-ENDED
- (1) None of these SKIP TO Q10

(Q8) [FOR EACH TOPIC SELECTED IN Q1] To what extent did [ORGANIZATION MENTIONED IN Q1] and the CSSP activities in which you participated meet the needs of you or your organization?

	1 – A great extent	2 – A fair extent	3 – To a small extent	4 – Not at all
A. Project set up, strategic planning and fundraising				
B. Participatory democracy focusing on local consultative bodies, the right to petition, and access to information				
C. Advocacy techniques and rights-based approaches, gender approach				
D. Organizational development, including financial management, results-based project management, human resources, and communication				
E. Organizational development, including financial management, results-based project management, human resources, and communication				
F. [Text entry from Q8_96]				

(Q9) Overall, how would you judge the quality of the trainings or sessions offered by [ORGANIZATION MENTIONED IN Q1] the organization that provided the training?

- (1) Excellent
- (2) Good
- (3) Fair
- (4) Poor

(Q10) Before your or your organization's engagement with [ORGANIZATION MENTIONED IN Q1] and the CSSP, how accurate were your assessments of your organization's needs?

- (1) Completely accurate
- (2) Mostly accurate
- (3) Mostly inaccurate
- (4) Not at all accurate

(Q11) Did you have the chance to express these needs with [ORGANIZATION MENTIONED IN Q1] or the CSSP teams partner organizations?

- (1) Yes
- (2) No

(Q12) In what skills-area did your organization make the most progress as a result of participating in activities with [ORGANIZATION MENTIONED IN Q1] and the CSSP? Please select just one.

- (1) Advocacy techniques
- (2) Governance or your organization
- (3) External relations and communications;
- (4) Program management
- (5) Evaluation of public policy
- (6) Local governance and partnership approaches
- (7) Financial management and accounting;
- (8) Financial sustainability;
- (9) Submission of a petition at the local level
- (10) Submission of a petition at the national level
- (11) Human and material resources;
- (12) Participation in an association network/involvement in an advocacy coalition
- (13) Strategic planning;
- (14) Gender awareness
- (15) Monitoring and Evaluation
- (16) Developing communication plans
- (96) Other, please specify: _____ OPEN-ENDED
- (97) None of these

(Q13) Thinking of the skills you selected, how often have you had the chance to put into practice the new skills you acquired from your engagement with [ORGANIZATION MENTIONED IN Q1] and the CSSP?

- (1) Often
- (2) Sometimes
- (3) Rarely [SKIP TO Q18]
- (4) Never [SKIP TO Q18]

(Q14) [ONLY ASK IF Q15=OFTEN or SOMETIMES] How often was it within the framework of a new project?

- (1) Often
- (2) Sometimes
- (3) Rarely [SKIP TO Q18]
- (4) Never [SKIP TO Q18]

Advocacy and Coalition Building

(Q15) Is your organization engaged in the defense of the rights of marginalized populations?

- (1) Yes
- (2) No [SKIP TO Q21]

(Q16) [ONLY ASK IF Q18=Yes] Which marginalized populations? Please select all that apply.

- (1M) Youth
- (2M) Women
- (3M) People with Disabilities
- (4M) Inhabitants of peripheral or informal urban districts
- (5M) Inhabitants of douars or remote rural areas
- (96M) Other, please specify: _____ [OPEN-ENDED]

(Q17) [ONLY ASK IF Q18=Yes] **Before** the involvement of your organization with [ORGANIZATION MENTIONED IN Q1] and the CSSP, how often did your organization provide assistance through providing services to marginalized populations? For example, providing a reception center for the most vulnerable or supporting economic initiatives of cooperatives in rural areas, or youth employment in urban areas.

- (1) Often
- (2) Sometimes
- (3) Rarely
- (4) Never

Q16b. [ONLY ASK IF Q18=Yes] **After** your organization's involvement with [ORGANIZATION MENTIONED IN Q1] and the CSSP, how often did your organization provide assistance through offering services to marginalized populations? For example, providing a reception center for the most vulnerable or supporting economic initiatives of cooperatives in rural areas, or youth employment in urban areas.

- (1) Often
- (2) Sometimes
- (3) Rarely
- (4) Never

(Q18) Before the involvement of you or your organization with [ORGANIZATION MENTIONED IN Q1] and the CSSP, how often did your organization generally conduct advocacy campaigns with the Moroccan authorities?

- (1) Often
- (2) Sometimes
- (3) Rarely
- (4) Never

(Q19) Have you or your organization ever received support from the CSSP or from an organization partnered with the CSSP (for example, ICNL, AMSED, Colombe Blanche, ALCI, ENNAKHIL, or EZZAHRAE) to conduct or take part in an advocacy campaign?

- (1) Yes
- (2) No

(Q20) Since you or your organization's participation in activities with [ORGANIZATION MENTIONED IN Q1] and the CSSP, to what extent are you or your organization better equipped to carry out advocacy activities?

- (1) Much better
- (2) Somewhat better
- (3) Only a little better
- (4) No better at all
- (98) Do not know

(Q21) Before being introduced to [ORGANIZATION MENTIONED IN Q1] and the CSSP, of what type of association network was your organization a member?

- (1) A local network
- (2) A regional network
- (3) A national network
- (1) No network at all

(Q22) Since you or your organization participated activities with [ORGANIZATION MENTIONED IN Q1] and the CSSP, to what extent did you or your organization strengthen ties with other Moroccan associations or networks?

- (1) A great deal
- (2) A fair amount
- (3) Only a little [SKIP TO Q27]
- (4) Not at all [SKIP TO Q27]

(Q23) [ONLY ASK IF Q25=A GREAT DEAL or A FAIR AMOUNT] In what ways were ties strengthened with Moroccan associations or networks? Please select all that apply.

- (1M) Through the integration of our organization into new research networks or coalitions directed by Moroccan associations
- (2M) Through the strengthening of an association network or of a coalition my organization was also a member of before involvement [ORGANIZATION MENTIONED IN Q1] and the CSSP
- (3M) Through participation in new advocacy campaigns
- (4M) Through strengthening existing advocacy campaigns
- (96M) Other (please specify): _____ OPEN-ENDED

(Q24) Through you or your organization's participation in the CSSP or engagement with [ORGANIZATION MENTIONED IN Q1], you or your organization may have contributed to the formation of any of the communal or regional advisory bodies since 2015. For example, the Equity Advisory Authority, Equal Opportunities and Gender Approach, or Youth Advisory Authority.

(Q25) At what level did the engagement occur?

- (1) The communal level
- (2) The provincial level
- (3) The regional level
- (4) Did not participate in the formation of any Equity Advisory Authority, Equal Opportunities and Gender Approach, or Youth Advisory Authority since 2015

(Q26) [ONLY ASK IF Q27=1, 2, or 3] From which CSSP organizations did you or your organization receive support for work related to the formation of regional and communal advisory bodies?

- (1) Counterpart International
- (2) ICNL
- (3) AMSED
- (4) Colombe Blanche
- (5) Alternatives Citoyennes
- (6) ENNAKHIL
- (7) EZZAHRAE
- (96) None of them
- (97) Other, please specify: _____ OPEN-ENDED

(Q27) Since 2016, has your organization been represented in an advisory body at communal, provincial or regional level?

- (1) Yes
- (2) No

(Q28) Before 2015 and your organization's involvement with [ORGANIZATION MENTIONED IN Q1] and the CSSP, did your organization take part in the Parity, Equal Opportunities Commission (CPEC) of a Commune?

- (1) Yes
- (2) No

(Q31_0) Have you or your organization participated in the creation of a municipal action plan or a regional development plan?

- (1) Yes, before 2015 and involvement with [ORGANIZATION MENTIONED IN Q1] the CSSP
- (2) Yes, after engagement with [ORGANIZATION MENTIONED IN Q1] and the CSSP
SKIP TO Q35
- (3) Yes, both before and after engagement with [ORGANIZATION MENTIONED IN Q1] and the CSSP
- (0) No SKIP TO Q37

(Q29) [ONLY ASK IF Q31_0=1 or 3] During the creation of this municipal action plan or a regional development plan before 2015, at what level did the engagement occur?

- (1) The communal level
- (2) The provincial level
- (3) The regional level

(Q30) [ONLY ASK IF Q31_0=1 or 3] From which CSSP partner organization did you receive assistance for this plan?

- (1) Counterpart International
- (2) AMSED
- (3) Colombe Blanche
- (4) Alternatives Citoyennes
- (5) ENNAKHIL
- (6) EZZAHRAE
- (7) None of them
- (8) No organization provided support

(Q31) [ONLY ASK IF Q31_0=1 or 3] To what extent do you agree or disagree that your contribution to the plan was taken into account by Moroccan authorities?

- (1) Strongly agree
- (2) Somewhat agree
- (3) Somewhat disagree
- (4) Strongly disagree

(Q32) [ONLY ASK IF Q31_0=2 or 3] During the creation of this municipal action plan or a regional development plan after 2015 through involvement with [ORGANIZATION MENTIONED IN Q1] the CSSP, at what level did the engagement occur?

- (1) The community level
- (2) The provincial level
- (3) The regional level

(Q33) [ONLY ASK IF Q31_0=2 or 3] From which organization did you or your organization receive support for creating this plan?

- (1) Counterpart International
- (2) AMSED
- (3) Colombe Blanche
- (4) Alternatives Citoyennes
- (5) ENNAKHIL
- (6) EZZAHRAE
- (7) None of these
- (8) Did not receive support from any organization

(Q34) If you or your organization participated in the creation of the youth council, from which organization did you or your organization receive support for forming the council?

- (1) Counterpart International
- (2) AMSED
- (3) Colombe Blanche
- (4) Alternatives Citoyennes
- (5) ENNAKHIL
- (6) EZZAHRAE
- (7) Other
- (8) Did not receive support from any organization
- (9) Did not participate in the creation of the youth council

(Q39_0) Did you or your organization draft or help draft with [ORGANIZATION MENTIONED IN Q1] and CSSP support petitions that were sent to Moroccan authorities?

- (1) Yes
- (2) No SKIP TO Q43

(Q35) [Only ask if Q39_0=Yes] How many petitions did you or your organization draft or help draft with [ORGANIZATION MENTIONED IN Q1] and CSSP support that were sent to Moroccan authorities?

Number of petitions: ____ [RANGE 0-XX]

(Q36) [Only ask if Q39_0=Yes] How many petitions were accepted and/or discussed in a meeting with the communal, provincial, or regional council?

Number of petitions: ____ [RANGE 0-XX]

(Q37) [Only ask if Q39_0=Yes] From which CSSP partner organizations did you receive support for drafting petitions?

- (1) Counterpart International
 - (2) AMSED
 - (3) Colombe Blanche
 - (4) Alternatives Citoyennes
 - (5) ENNAKHIL
 - (6) EZZAHRAE
 - (7) Other
 - (8) No organization provided support
- SKIP TO Q38

(Q38) [Only ask if Q39_0=Yes] In your opinion, how much support did you receive from [ORGANIZATION MENTIONED IN Q1] and the CSSP for drafting petitions?

- (1) A great deal
- (2) A fair amount
- (3) Only a little
- (4) None at all

(Q39) Overall, how would you describe the conditions facing CSOs in Morocco today?

- (1) Very Good
- (2) Good
- (3) Poor
- (4) Very Poor

(Q40) What would you say are the three main problems facing CSOs today in Morocco? Please select up to three responses.

- (1M) Legal restrictions
- (2M) Poor internal management/poor organization
- (3M) Lack of Unity/Competition with other CSO in Morocco
- (4M) Lack of Funding
- (5M) CSO relationship with the Moroccan authorities
- (6M) Not enough diversity (women, youth, persons with disabilities)
- (7M) Lack of staff with skills to do work effectively
- (8M) Lack of general advocacy capacity
- (9M) No public trust
- (96M) Other, please specify: _____ [OPEN-ENDED]

(Q41) How has the legal environment changed for CSO in Morocco over roughly the last four years? Would you say it has:

- (1) Changed for the better
- (2) Changed for the worse [END SURVEY]
- (3) Not really changed either way [END SURVEY]

(Q42) [ONLY ASK IF Q45=CHANGED FOR THE BETTER] Why do you believe the legal environment has changed for the better? Please select the one answer that most closely aligns to your view.

- (1) Advocacy by CSSP-supported CSOs has changed some laws leading to an improved environment for CSOs in Morocco.
- (2) Laws have changed, but not for reasons related to international organization support of Moroccan CSOs.
- (3) CSOs have improved capacity, because of CSOs have received support from many organizations in Morocco.
- (4) The legal environment is improved, because the Moroccan authorities decided to change laws on their own.
- (96) Other, please specify: _____ [OPEN-ENDED]

This concludes the survey. Thank you so much for your participation!

MOROCCO CIVIL SOCIETY STRENGTHENING PROGRAM (CSSP)

ONLINE AND TELEPHONE SURVEY OF UNAFFILIATED CSOS [DRAFT]

This survey is part of an independent evaluation of the Civil Society Strengthening Program (CSSP), a program funded by the United States Agency for International Development (USAID) and implemented by Counterpart International and the International Center for Not-for-Profit Law (ICNL).

NORC, a research center associated with the University of Chicago, is conducting this independent survey on behalf of USAID to learn how organizations like yours who have received support from Counterpart and ICNL confront the challenges facing civil society organizations (CSOs) in your country, and how programs like CSSP affect the ability of CSOs to adapt to such challenges.

This survey is an important way for getting truly representative opinions of CSO experiences. We value your opinion, which will be used to help to improve international programs supporting CSOs in your country. We are hoping you respond to this survey because you had contact with the CSSP program. Even though you did not receive assistance, your responses will help us to evaluate the effectiveness of the CSSP program and guide USAID and Counterpart to improve their programs to better assist you and other CSOs in Morocco in the future.

This survey should take no more than 15 minutes to complete. Your participation in this survey is voluntary. If you are unable to answer a question, you may skip it. NORC guarantees the confidentiality of your responses. The information you provide will be used in summary form only, and will not identify you as a participant of this survey.

If you have questions or need assistance in any way, please e-mail Renee Hendley, Senior Research Scientist and Survey Manager at NORC at the University of Chicago, at CSSPSurvey@norc.org so that we may assist you. Thank you very much for your participation.

By clicking the 'Next' button at the bottom right of the screen, you acknowledge your acceptance to participate in this survey. Do you agree to participate in this survey?

- (1) Yes [SKIP TO Q1]
(2) No

(refused_oe) [Only ask if Consent=No] If you are comfortable, would you please explain why you would not like to participate in the survey?

END SURVEY

- (Q1) The Morocco Civil Society Strengthening Program (CSSP) provides training and capacity building assistance through implementing partners including Counterpart International, ICNL, AMSED, Colombe Blanche, Alternatives Citoyennes, ENNAKHIL, and EZZAHRAE.

To your knowledge, have you or your organization received any formal training or technical assistance through the CSSP or any of its partner organizations?

- (1) Yes [END SURVEY]
- (2) No

- (Q2) In which sector do you or your organization mainly work?

- (1) Civil society sector
- (2) Media/Press
- (3) University (student/professor)
- (4) Research (Research institution not affiliated with a university)
- (96) Other, please specify: _____ [OPEN-ENDED]

- (Q3) What do you believe is the single most important problem facing CSOs today in Morocco?

- (1) Legal restrictions
- (2) Poor internal management/poor organization
- (3) Lack of Unity/Competition with other CSO in Morocco
- (4) Lack of Funding
- (5) CSO relationship with the Moroccan authorities
- (6) Not enough diversity (women, youth, persons with disabilities)
- (7) Lack of staff with skills to do work effectively
- (8) Lack of general advocacy capacity
- (9) No public trust
- (96) Other, please specify: _____ [OPEN-ENDED]

- (Q4) Thinking about the capacities of Moroccan CSOs, what would you say are the biggest challenges for CSOs' ability to carry out their missions effectively? Please select up to three.

- (1) Funding
- (2) Management
- (3) Advocacy skills
- (4) Program implementation
- (5) Representation of women and youth
- (6) Internal governance
- (7) Weak staff capacities
- (8) Lack of transparency

(Q5) In your opinion, to what extent have overall conditions for CSOs worsened or improved over the last 5 years or so? Would you say conditions are.

- (1) Much better
- (2) Somewhat better
- (3) About the same SKIP TO Q9
- (4) Somewhat worse
- (5) Much worse

(Q6) [ONLY ASK IF Q8=MUCH BETTER or SOMWHAT BETTER] What are the biggest improvements you have noticed? Please provide up to two responses. [ALLOW UP TO 2 RESPONSES]

_____ [OPEN-ENDED]

_____ [OPEN-ENDED]

(Q7) [ONLY ASK IF Q8=MUCH WORSE or SOMWHAT WORSE] What are the biggest negative changes you have noticed? Please provide up to two responses. [ALLOW UP TO 2 RESPONSES]

_____ [OPEN-ENDED]

_____ [OPEN-ENDED]

(Q8) To what do you attribute those changes? Please select one response.

- (1) CSSP program advocacy
- (2) Advocacy from international agencies/donors
- (3) Advocacy from other countries (e.g. France)
- (4) Advocacy from CSOs in Morocco launching their own initiatives
- (5) Conditions in the country
- (6) Combined efforts of the CSSP and those of other donor programs

(Q9) How would you describe the government's relationship with the CSO sector in Morocco currently?

- (1) Very good
- (2) Fairly good
- (3) Fairly poor
- (4) Very poor

(Q10) Overall, how well have Moroccan CSOs addressed important issues in the country (such as poverty and women's rights)?

- (1) Very well
- (2) Fairly well
- (3) Fairly poorly
- (4) Very poorly

(Q11) In your view, what specific issues have Moroccan CSOs addressed well? Please select all that apply.

- (1) Poverty
- (2) Women's rights
- (3) Youth rights
- (4) Governance/corruption/transparency
- (5) Housing
- (6) Health/Water/Sanitation
- (7) Education
- (8) The environment
- (9) Civil liberties
- (96M) Other (please specify) _____
- (1) None of these

(Q12) In your view, how much trust do Moroccan people have in CSOs to effectively address key problems facing Moroccans? For example, poverty, women's rights, etc.

- (1) A great deal of trust
- (2) A fair amount of trust
- (3) Only a little trust
- (4) No trust at all

(Q13) What issues in your country need to be addressed by CSOs that are NOT being addressed? Please provide up to two responses. [ALLOW UP TO 2 RESPONSES]

_____ [OPEN-ENDED]

_____ [OPEN-ENDED]

(Q14) To what extent is civil society in Morocco an active participant in the decision-making processes of our country?

- (1) Very active
- (2) Somewhat active
- (3) Not very active
- (4) Not at all active

(Q15) How significant is the impact of civil society on the decision making process in Morocco?

- (1) Very significant
- (2) Fairly significant
- (3) Not very significant
- (4) Not at all significant

(Q16) [ONLY ASK IF Q2=CSO] How would you describe your or your organization's ties with other Moroccan civil society associations?

- (1) Excellent
- (2) Good
- (3) Fair
- (4) Poor

(Q17) [ONLY ASK IF Q2=CSO] Developing networks can be part of engaging in the public policy making process for CSOs. Which of the following networks does your CSO belong to?

- (1) Local network
- (2) Regional network
- (3) National network
- (4) None

Thank you very much. This concludes our interview.

ANNEX C: ISO PROFILES AND ORGANIZATIONAL DEVELOPMENT

Below, we offer a short profile and description of the five CSSP ISOs.

Brief Presentation of the selected ISOs

- **Forum Azzahra:** parallel organization to the PJD. Forum Azzahara is a Rabat based networking organization with a political affiliation (PJD) established since 2002 and up to 130 associations partners. It defines its goals as to find solutions to problems of civil society drawing on Islamic values. Forum Azzahra works on family mediation and women's rights, it seeks to provide solution and orientation based on Islamic values, and Human rights.
- **Ennakhil:** Marakkech-based organisation that works in partnership with foreign funders on a variety of projects ranging from adult literacy projects, to legislative lobbying.
- **AMSED:** The Moroccan Association of Solidarity and Development (AMSED) is a non-profit organization created in 1993 and based in Rabat. It defines itself as an independent research and training center that provide technical assistance in a range of support services. The AMSED benefits from the advisory member status at the United Nations Economic and Social Council (ECOSOC).
- **ALCI:** Mouvement Alternatives Citoyennes is a regional organisation operating in the provinces of Fes Meknes created in 2004. It promotes for sustainable participatory democratic system. ALCI endorses human rights values and international standards and treaties. It works in a large range of sectors and it is active in promoting gender equality, community participation and good governance
- **ACB:** Association Colombe Blanche is militant organisation advocating for the recognition of disabled right created in **1996**. It operates in the Tanger, Tetouan Hoceima region and works towards raising awareness on disability and marginalisation



This radar figure above which is associated with the Table CI below, helps visualize the five ISOs' performance in the eight areas of organizational development. The figure notably indicates that Ennakhil Association obtained a significant score in financial sustainability (200 percent). ACB also improved in Financial Management and Accounting (83 percent). ALCI and FAFM had moderate scores compared to other ISOs; AMSED results remained minor.

Table CI. ISO Capacity Development Scores

	ACB	ALCI	AMSED	ENNAKHIL	FAFM
1-Governance and Strategic Planning	62%	6%	21%	21%	13%
2-Program Management and Quality Control	43%	7%	18%	58%	20%
3-Financial Management & Accounting	83%	1%	15%	33%	33%
4-Financial Sustainability	50%	36%	0%	200%	50%
5-Human and Material Resources	57%	7%	13%	50%	33%

	ACB	ALCI	AMSED	ENNAKHIL	FAFM
6-External Relations & Communications	31%	14%	0%	45%	14%
7-Intermediate Service Delivery	50%	59%	1%	150%	20%
8-Advocacy	22%	10%	56%	50%	50%

Figure C2. Capacity Score Changes

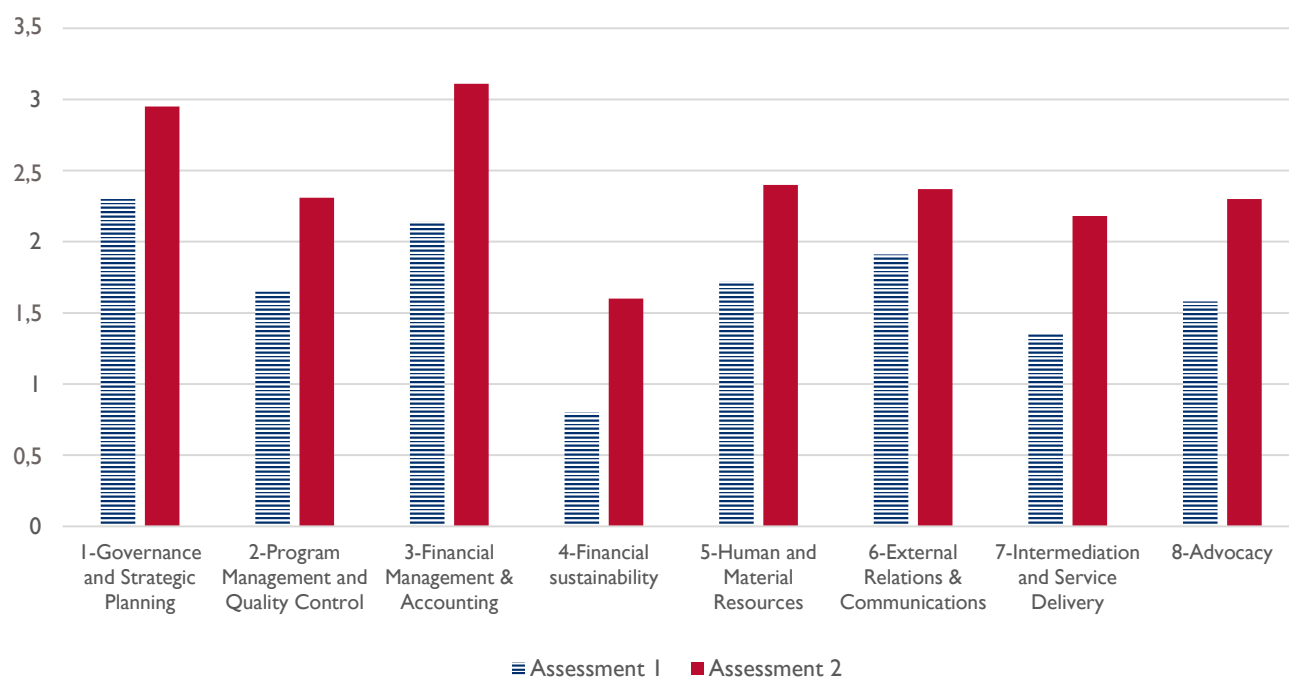


Figure C2 shows the progress of all ISOs by comparing two assessment results. The graph above gives an overall view of ISO ratings in each area of development. The ISOs rank high in all components. The illustration above also shows the most progress in three areas, namely, governance and strategic planning; financial management and accounting; and financial sustainability.

ANNEX D: TASKING

USAID DRG-LER II TASKING REQUEST

Date of Request: September 3, 2019

Type of Task:

- Performance Evaluation Services

SOW: Please see detailed Statement of Work attached

USAID/Morocco requires the services of NORC to conduct a final performance evaluation of its Civil Society Strengthening Program (CSSP). The primary task of the evaluation team will be to analyze the performance of CSSP in terms of overall effectiveness in achieving the activity's intended results, lessons learned, and implementation gaps, particularly in terms of the cascading model. It will cover the entire period of activity implementation. This evaluation will take place after activity implementation has ended. While the evaluation team will be given broad access to implementing partner records, interviews with IP staff will not likely be possible. Field work will focus largely on the downstream beneficiaries of the CSSP activity, namely the Intermediary Support Organizations (ISOs), their beneficiary civil society organizations (CSOs), related associations and coalitions, and civil society beneficiaries.

Dates of performance and timeline: Fieldwork likely in December 2019 or January 2020

Deliverables: Please see further details in the attached Statement of Work

- Concept Note and Budget
- Detailed Evaluation Design and Work Plan Document with data collection instruments
- Presentation of Preliminary Results to the Mission
- Draft and Final Evaluation Report (with a thorough Executive Summary in English, French and Arabic)
- Evaluation Debriefing to the Mission
- One page Evaluation Summary in English, French and Arabic

Submission Instructions: Please submit a Concept Note and Budget within two weeks.

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