



ENGAGE

CSO Leaders in Advocacy and Public Policy Evaluation

Final Report

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I. Summary in French

“ENGAGE CSO Leaders in Advocacy and Policy Evaluation” est un projet de 4 ans, réalisé par Forum Azzahrae pour la Femme Marocaine (FAFM) dans la région de Rabat Salé Kenitra. Le projet avait pour objectif principal de transformer FAFM en une Organisation de Support Intermédiaire (Intermediate Support Organisation). A l’issu d’ENGAGE, FAFM s’est forgé une nouvelle image et s’est positionné en tant qu’une ONG œuvrant pour la promotion des droits de la femme et ayant une grande légitimité grâce à ses actions et sa présence sur le terrain. Ce nouveau « branding » a été réalisée en travaillant sur 3 différents axes :

1. Renforcement des capacités organisationnelles du FAFM

FAFM a eu la chance de renforcer les capacités de ses membres (plaidoyer, gestion de projets, communication pour le développement, suivi et évaluation...). Le Forum s’est aussi doté d’un système d’information et de gestion pour développer non seulement sa gestion administrative et financière mais aussi son réseau d’OSCs au niveau national.

2. Renforcement des capacités des OSCs locales

FAFM a assisté 40 OSCs dans la région de Rabat Salé Kénitra pour développer leurs capacités organisationnelles ainsi que leur capacité de plaidoyer. Une quinzaine de sessions de formation ont été organisées et animées par différents experts. Suite à l’assistance technique de l’équipe FAFM, 12 pétitions ont été préparées, parmi lesquelles 7 ont été présentées aux conseils locaux.

Le programme de formation des OSCs a abouti à la préparation de guides pratiques (gestion de projets, suivi et évaluation des politiques territoriales, plaidoyer, présentation d’avis consultatif) disponibles pour toute autre OSC.

3. Renforcement des capacités de jeunes acteurs associatifs

Trois différents programmes étaient dédiés à la formation et l’accompagnement des jeunes acteurs associatifs : Young Women Advocates, Young Local Watchdogs et

Young Human Rights Reporters. Pendant les activités du projet, 70 jeunes femmes et hommes ont eu la chance de participer à des formations enrichissantes, des visites à des institutions publiques et des rencontres avec des personnalités.

II. Project Presentation

1. Project Context

The reality of Moroccan civil society combines opposites, as confirmed by the results of the national dialogue on civil society in 2013, in which 7000 NGOs and more than 10000 civil actors have participated. On the one hand, CSOs are considered a key partner of the state in the process of human rights promotion. On the other hand, this same civil society is still suffering from a number of obstacles even after the 2011 constitution promoting participatory democracy.

First, the Moroccan legal environment is generally inappropriate for freedom of associative work which reduces the field of intervention for CSOs on the level of oversight, accountability and policy influence; thus requiring the strengthening of CSO capacities in advocacy for legal enabling environment related to civil society, and skills for influencing different laws and legislations related to basic citizens' rights.

Second, Moroccan CSOs, having reached 116000 in the latest statistics issued by the Ministry of interior in 2014, are usually non-specialized: they intervene in different areas (social, cultural, sports ...) in an attempt to raise their chances of getting the funding provided by government departments and development agencies. Most of the associations, if we exclude human rights associations -not more than 400-, do not use a rights-based approach in their projects and initiatives.

Thirdly, regarding funding, it is noticed that most funds, especially from foreign agencies, are concentrated in the hands of relatively large associations who have the

ability to access information and the technical capacity for project planning and implementation. As a matter of fact, statistics available from the national Treasury shows that, in 2010, only 1024 NGO among 75000 ones available benefitted from public funds. In 2011, only 1214 NGO out of 85000 had access to the NGO projects' funds.

Fourth, despite efforts made by the concerned sectors, namely the Social Development Agency, with regards to strengthening the capacities of associations, and given the increasing number of Moroccan CSOs, and the few funding opportunities available, more efforts are needed to provide support at different levels: administrative and organizational support regarding their daily management, technical assistance for project design and management, financial support.

Fifth, one can also witness the relatively weak engagement of young people in civil society, which explains the need to increase the visibility of young actors in order to strengthen the impact of their actions and their organizations' initiatives through networking, public relations and media.

These observations served as a basis of the formulation of this project. They were addressed through the project's PMOs and activities.

2. Project Objectives

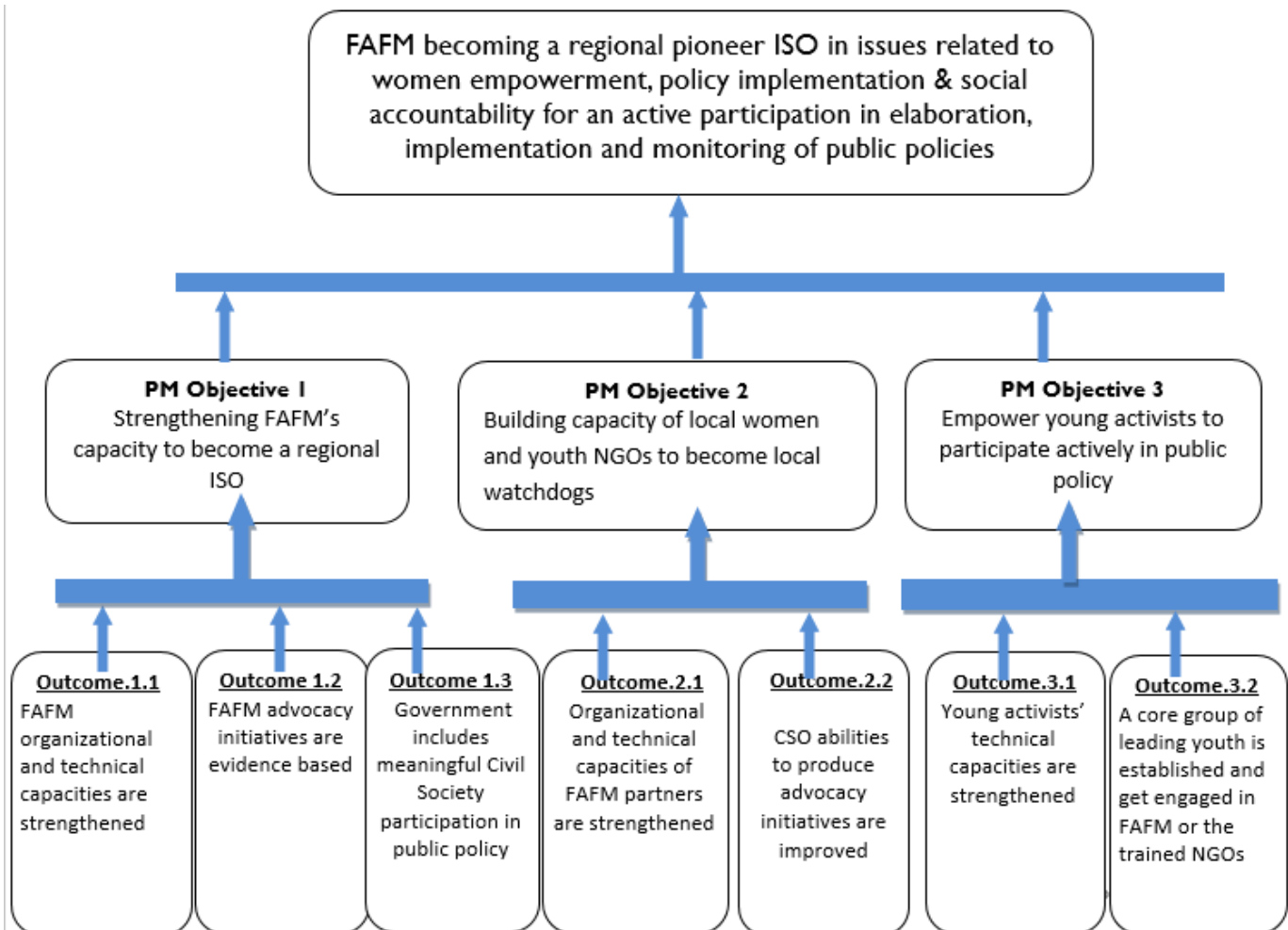
The project was built around three Objectives:

- **PM Objective 1:** Strengthening FAFM's capacity to become a regional ISO
- **PM Objective 2:** Building capacity of local women and youth NGOs to become local watchdogs
- **PM Objective 3:** Empower young activists to participate actively in public policy

3. Target (reached) population

Direct Benef	Target		Achieved	
	Fem.	Mal.	Fem.	Mal.
FAFM Staff & Board Members & Administrative council & committee members	30		7	3
			8	2
			14	
NGOs benefitting from the capacity building program	60	20	88	50
Young activists benefitting from capacity building programs	40	20	37	33

4. Logical Framework



III. Summary of Results & Outcomes

In its initial project application, FAFM has drawn an ambitious matrix of outcomes and results to achieve by the end of the project. The matrix was organized into four categories: content, structures, relations, and culture. Each row had specific outcomes, results and impact.

Below is a summary of the results achieved in comparison to the expected ones. It should be noted that the achievements put under “Impact” are outputs that are expected to have a “future” impact.

1. Content:

In terms of content, ENGAGE was a big push for FAFM to develop its internal procedures and issue different toolkits in addition to memorandums aiming at empowering women and families.

	Expected	Achieved
Product	<ul style="list-style-type: none"> Issuing 5 training toolkits, Producing reports and statistical notes, 	<ul style="list-style-type: none"> Toolkits : <ol style="list-style-type: none"> Project Management toolkit (printed) Territorial Public Policy Evaluation (printed) The Role of Consultative Bodies: Issuing consultative advice (printed) Monitoring and Evaluating Public Policy: an observatory toolkit (ready for print) Advocacy: a CSO toolkit (ongoing) Public-CSO partnership Brochure (ongoing) Issuing a GBV statistical report based on data from FAFM's network CSOs

	<ul style="list-style-type: none"> Producing the young activists promotion movie 	<ul style="list-style-type: none"> Producing two video reports on youth programs (young Local Watchdogs + Young HR reporters) Developing a “Manuel de procedures” Developing internal M&E guide
Results	<ul style="list-style-type: none"> Producing progress reports, Producing final report 	<ul style="list-style-type: none"> Preparing quarterly reports on a timely manner Final Report (submitted)
Impact	<p>Participating in:</p> <ul style="list-style-type: none"> Issuing public policies in favor of working women, Developing public policy that empowers women and protects families, 	<ul style="list-style-type: none"> Memorandum on civil society, women and family issues in the government program 2017-2021 A proposal note on the articles of Bill No. 10.16 to change and complete the Criminal Code (on abortion) A proposal note for the legalization of remote work A proposal note for the amendment of law of finance that takes into account the situation of women and families in a vulnerable situation A memorandum in support of working families and CSOs through the draft Finance Law No. 65.20 for the fiscal year 2021 Issuing a parallel report to the combined government periodic report of the fifth and sixth periodic reports on the Convention on the

		<p>Elimination of All Forms of discrimination Against Women</p> <ul style="list-style-type: none"> • Participation in the preparation of notes (within the framework of MIRLA) <ul style="list-style-type: none"> a. Memorandum on the law regulating civil society b. A note on the CSO tax framework c. Memorandum on Public Consultation Law
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2. Structures:

In terms of structure, ENGAGE was a turning point for FAFM.

	Expected	Achieved
Product	<ul style="list-style-type: none"> • Preparing an information system 	<ul style="list-style-type: none"> • Developing a centralized MIS for FAFM (financial, administrative, programs, HR...) • Developing a simplified version of the MIS for CSOs in FAFM's network
Results	<ul style="list-style-type: none"> • Strengthen organisational capacity of FAFM, • 40 empowered NGOs 	<ul style="list-style-type: none"> • FAFM's OD score has been increasing steadily during the four years (PMO1 in the activities section) • 40 NGOs trained by FAFM (check activities)

Impact	Participating in: <ul style="list-style-type: none"> Strengthening the governance in civil society management, Strengthening the Human Rights NGOs in Morocco, Empowering hearing centres & women NGOs 	<ul style="list-style-type: none"> Launching the National Observatoire on Women related Public Policies Providing a “petition writing” service through a team of graduates of the “Young Local watchdogs program” Creating a GBV monitoring cell (ongoing)
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3. Relations:

During the lifetime of project ENGAGE, FAFM has gained a new positioning in the circle of Human Rights NGOs. It has acquired a stronger presence and louder voice as a women's rights' advocate and civil society actor.

Expected		Achieved
Product	<ul style="list-style-type: none"> Recruit 3 staff members Attend CSW conferences Organise meetings with personalities 	<ul style="list-style-type: none"> Hire 3 new staff members in addition to 3 contractual ones (M&E officer, Advocacy Officer, Social Media technician) Organizing multi-stakeholder meetings (parliamentarian groups, ministers, institutions...)

<p>Results</p>	<ul style="list-style-type: none"> • Launch regional advocacy networks, • Increase the visibility of targeted young activists, • Increase the young activists' networks 	<ul style="list-style-type: none"> • Launching “Chaml” thematic network (network of Hearing centers) • Launching “Irtiqae” regional network (network of women NGOs in the region of Rabat-Sale-Kenitra) • Preparation of 12 petitions presented to local authorities
<p>Impact</p>	<p>Participating in:</p> <ul style="list-style-type: none"> • Building capacities of local actors in advocacy and social accountability, • Creating bridges between seasoned women activists and young civil society actors, • Building a network of young activists concerned about social accountability 	<ul style="list-style-type: none"> • Creating MIRLA: a dynamic to promote a CSO friendly legal environment in Morocco • Young activists integrating local CSOs: <ol style="list-style-type: none"> a. Young women advocate joining FAFM board b. 8 women activists and local reporters integrating FAFM media team c. 3 local watchdogs part of the observatory research team d. 8 young activists in leadership positions in CSOs other than FAFM

4. Cultures:

Although it is difficult to measure the impact on the culture, FAFM could sense the beginning of important changes especially in its “Organizational Culture”.

	Expected	Achieved
Product	<ul style="list-style-type: none"> Empower 60 young civil society actors in the field of advocacy, policy making and women empowerment 	<ul style="list-style-type: none"> 70 young actors were trained by FAFM, 28 of which integrated FAFM or other CSOs Improved organizational culture within FAFM’s team
Results	<ul style="list-style-type: none"> Improve the capacities of FAFM’s board in the field of public opinion building, social accountability, media... Base advocacy initiatives on field data 	<ul style="list-style-type: none"> 12 petitions were prepared, with FAFM’s assistance 7 petitions were actually presented to local authorities, only 1 of which was accepted
Impact	<p>Participating in:</p> <ul style="list-style-type: none"> Diffusing a culture of accountability and transparency... Promote evidence based research 	<ul style="list-style-type: none"> Launching an internal “Audit and Control” unit within FAFM

5. Gender Mainstreaming:

FAFM works mainly on women and family issues which makes women its core concern. Regarding this specific project, FAFM was able to reach:

- 29 out of the 40 assisted local CSOs were women or youth NGOs,
- 77 out of the 113 members in the CSO capacity building activities were women,
- The young women advocates program was dedicated to young women (20),
- 37 out of the 70 participants in the youth programs.

IV. Progress against indicators

PMO 1: Strengthening FAFM's capacity to become a regional ISO

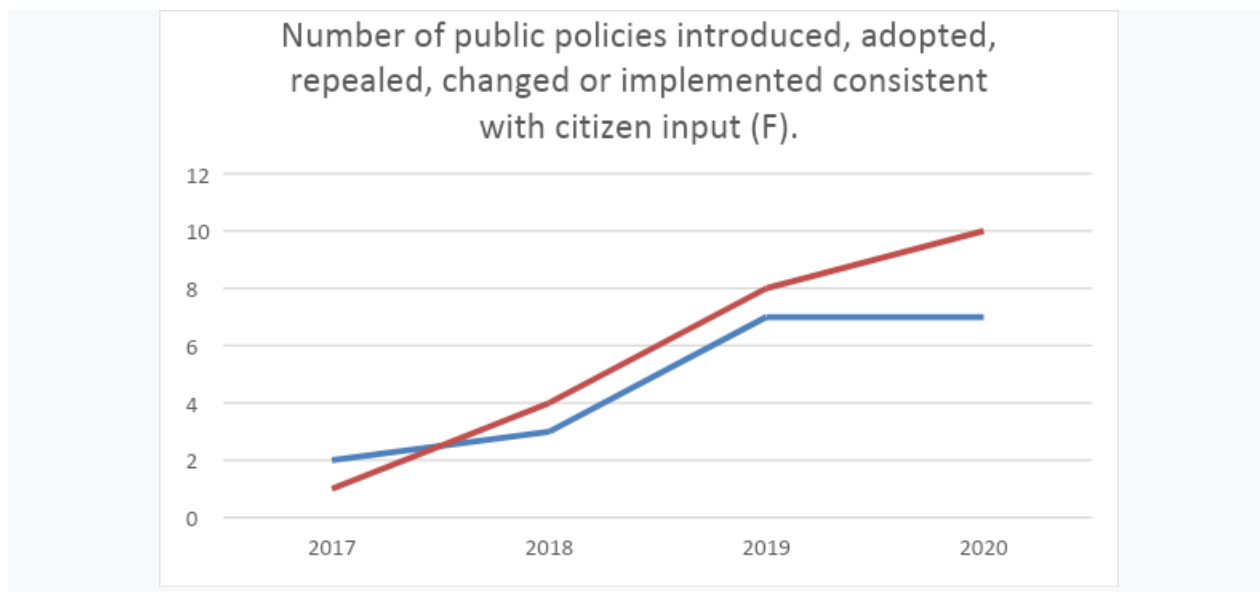
Indicator 1: Number of public policies introduced, adopted, repealed, changed or implemented consistent with citizen input (F).

This indicator measures FAFM production of petitions, motions and memorandums aiming at evaluating, changing, introducing, repealing existing or new public policy.

It also accounts for the petitions presented by local CSOs trained and assisted by FAFM (check indicator 5)

During the lifetime of the project, FAFM presented:

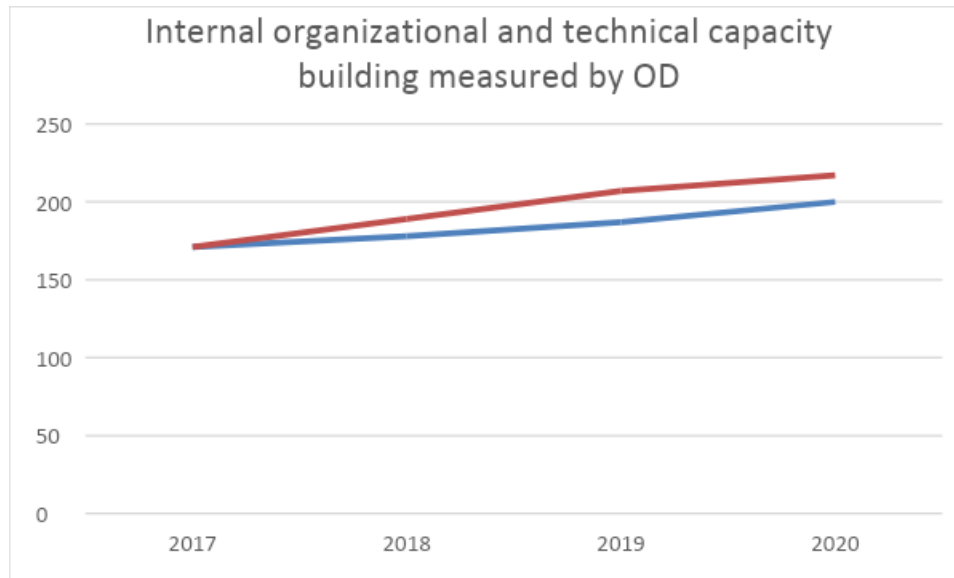
- A memorandum on civil society, women and family issues in the government program 2017-2021
- A proposal note on the articles of Bill No. 10.16 to change and complete the Criminal Code (on abortion)
- A proposal note for the legalization of Telework
- A proposal note for the amendment of law of finance that takes into account the situation of women and families in a vulnerable situation
- A memorandum in support of working families and CSOs through the draft Finance Law No. 65.20 for the fiscal year 2021



In addition to FAFM’s contribution, the project allowed 12 local CSOs to prepare petitions, 7 of which were actually presented to local councils and accounted for.

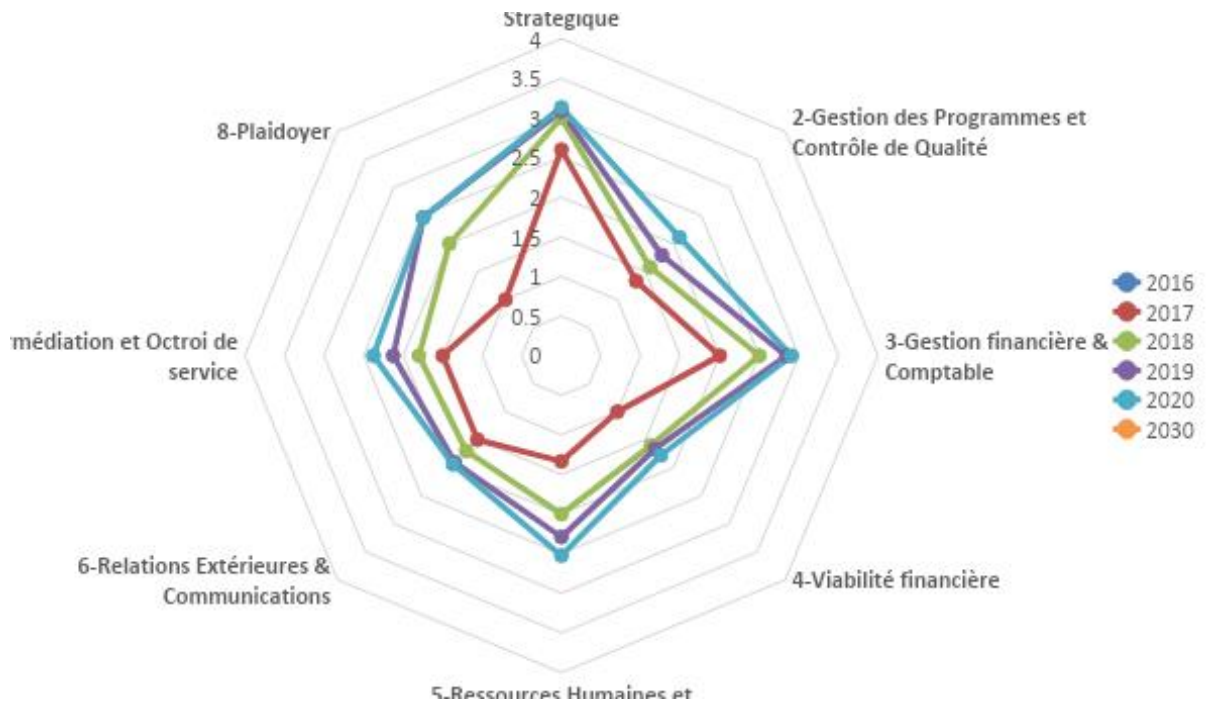
Indicator 2: Internal organizational and technical capacity building measured by OD

At the beginning of the project implementation, FAFM was assisted to assess its internal organizational capacities, via the Organizational Diagnosis Tool. The first measurement in 2017 served as a baseline against which the team measured its progress.



As shown in the graph below, FAFM did improve its skills. However, it could not reach the targeted scores. Though FAFM focused during the first year on capacity building solely, and tried during the next 3 years to improve on several organizational aspects, the progress, as measured by OD, did not reach the expected results. It should be noted that the organization has made important progress compared to its starting point. However, since the tool used, namely OD, addresses several aspects at once, the capacity building roadmap set at the beginning of the project could not be completed.

The several OD assessments, throughout the lifetime of the project, have shown progress in each and every OD indicator as detailed below.



a. Governance and Strategic planning

At the level of governance and management, FAFM was assisted by the USAID team to prepare a “Manuel de procedures” adapted to its work as an NGO. Further assistance by Counterpart team allowed FAFM to add certain procedures and further adapt them to FAFM’s mission.

At the level of strategic planning, the Forum reviewed its vision and mission during the 2017 General Assembly, defining the strategic axes of action, and the major issues that should frame its annual programs and projects. In this context, it benefited from Counterpart’s assistance to prepare the terms of reference for a training in this matter, addressed to FAFM team. Accordingly, an expert was hired to develop the plan.

b. Program Management and Quality Control

At the level of program design and planning, the forum developed its team capabilities in the field of preparing and designing programs through training. It also completed a “Project Management Guide ” that was shared with FAFM’s network of

CSOs during the network's council. It is now available at FAFM's office for any CSO in need of assistance, namely those working in similar fields of action of FAFM.

As for monitoring, evaluating programs and measuring impact, the forum was able to enhance its capabilities and acquire a set of practical tools for data analysis in order to effectively evaluate activities and programs, after benefiting from the training course organized by USAID, and Technical support from the Counterpart team. In fact, FAFM team is now capable of developing a monitoring and evaluation plan (MELP) for each of its projects. FAFM also has an M&E reference guide that serves as a basis for monitoring and evaluating all its programs and projects.

A new centralized Management Information System:

FAFM developed an MIS through work with an external IT company. The system allows FAFM staff to perform all the administrative, financial and programmatic tasks. Among the modules that are available in the system:

- Financial management,
- Accounting,
- Human resources management,
- Meeting Management,
- Project management,
- Network management.

Instead of benefitting from the system by itself, FAFM managed to develop modules that are suitable to the work of its local partners and allows them to use it for their own management. Now, with assistance from FAFM team, local CSOs that are part of FAFM's network can have their own account in the system to manage their projects and collect its data. Since the CSO accounts are linked to the centralized system, FAFM can have access to the data gathered. With more CSOs joining the system, FAFM would be able to issue thematic reports and produce evidence based advocacy initiatives

FAFM's IS is more than a management tool. It is a means for empowerment as it allows the team to develop its organizational skills while promoting its networking and data and evidence gathering.

c. Mediation and service provision

With the assistance of Counterpart International, FAFM acquired a team specialized in organizational diagnosis using the OD tool. This team carried out pre- and post-organizational diagnosis for all the 40 CSOs having benefited from the program. With a vision to strengthen the capacities of CSOs in local advocacy, the OD served as the basis for the formulation of the CSO capacity building & training program (more details in PMO2 activities section).

As for advocacy, the forum was able to develop the capabilities and skills of its staff and board members thanks to a set of training programs on advocacy and public policy evaluation. It was assisted by Counterpart team to conduct an advocacy capacity diagnosis. This allowed it to advocate for a range of issues, whether individually or from within MIRLA movement. In preparation for its next general assembly, and based on these outcomes, FAFM is preparing an advocacy roadmap for the next mandate 2021-2024.

The forum is also working on preparing an advocacy guide to be used as a reference and practical tool for the forum and civil society organizations.

FAFM's ability to build the capacity of local CSOs and its leadership in advocating for women's rights are the main pillars of its new role as an ISO

d. Financial and accounting management & Human and Financial resources

FAFM developed a “Manuel de Procédures” that includes financial and accounting management procedures. FAFM has a vision of developing it further in order to have a “Référentiel de Gestion” that contains, in addition to the usual administrative aspects, elements related to FAFM’s core mission: advocacy, project management, sub-grants management, networking, training and service provision.

FAFM was able to enhance its human resources in order to ensure the effectiveness of its operations. In this context, the team was enriched by the hiring or contracting of the following positions:

- A capacity building officer,
- An M&E officer,
- An advocacy expert,
- a social media technician.

On the other hand, FAFM succeeded in building the capacities of its staff through training and technical assistance, whether from Counterpart international team or TALM, in the fields of administrative and financial management, monitoring and evaluation, advocacy, project management...

As for safety and security plans, FAFM has adopted an information system to protect data and systems, and optimize data management.

The forum was also equipped with new technical and administrative equipment that met its mission’s requirements to ensure greater effectiveness and project success.

e. External relations and the communication system

FAFM was able to strengthen its relations with various bodies, ensuring a permanent presence and strong suggestions at various stages with different stakeholders.

FAFM media team was able to develop the contents of its Facebook page by developing a new grid of social and human rights programs of different types: discussion, counseling, awareness raising. This allowed FAFM to reach out to

different groups of experts, civil society actors and elected officials and institutions.

In the meantime, FAFM is finalizing the design of a new website to be launched in the coming months, which will contribute to strengthening its brand name.

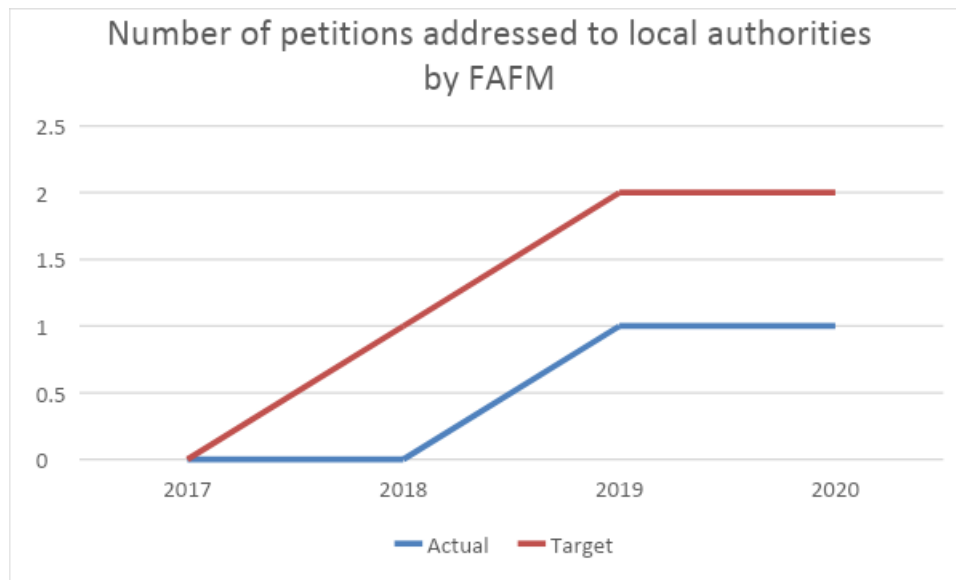
The forum developed its communication strategy through which it could develop its relations with partners and the media. A media committee was established, and was joined by graduates from youth programs, who were able to contribute their creative ideas to marketing FAFM activities and projects.

With regard to networking, FAFM was able to enhance its capabilities in the field.

During the second year of the project, it launched a thematic network, gathering hearing centers at the national level. The network is now established legally and operating as an independent entity that works in partnership with FAFM in certain projects. During the last year of the project, FAFM finalized its strategy for regional networking, and launched a first regional network: Irtiqae, a network for women NGOs in the region of Rabat-Sale-Kenitra. Irtiqae is meant to be the first in a series of 12 regional network into which all of FAFM national network will be “re-organized” promoting regionalization.

Indicator 3: Number of petitions addressed to local authorities by FAFM

FAFM prepared a national petition on the “Promotion of the rights of working women” with the aim of enhancing social protection for working women in the public and private sector. An expert was contracted to accompany members of the committee, as well as preparing the petition document and its detailed memorandum.



After selecting the “owners of the initiative” and appointing the petition committee, as dictated by the law, the petition’s preparatory committee proceeded to hold its meetings in order to finalize the petition and develop a communication plan for the advocacy campaign. It also began to prepare audio-visuals. The main messages to be conveyed by the video were:

- conveying the experience of working mothers,
- suggesting measures for better careers for women,
- calling for the need for the work laws to be appropriate and to answer the growing societal needs for the participation of women in work, whether in the private or public sector.

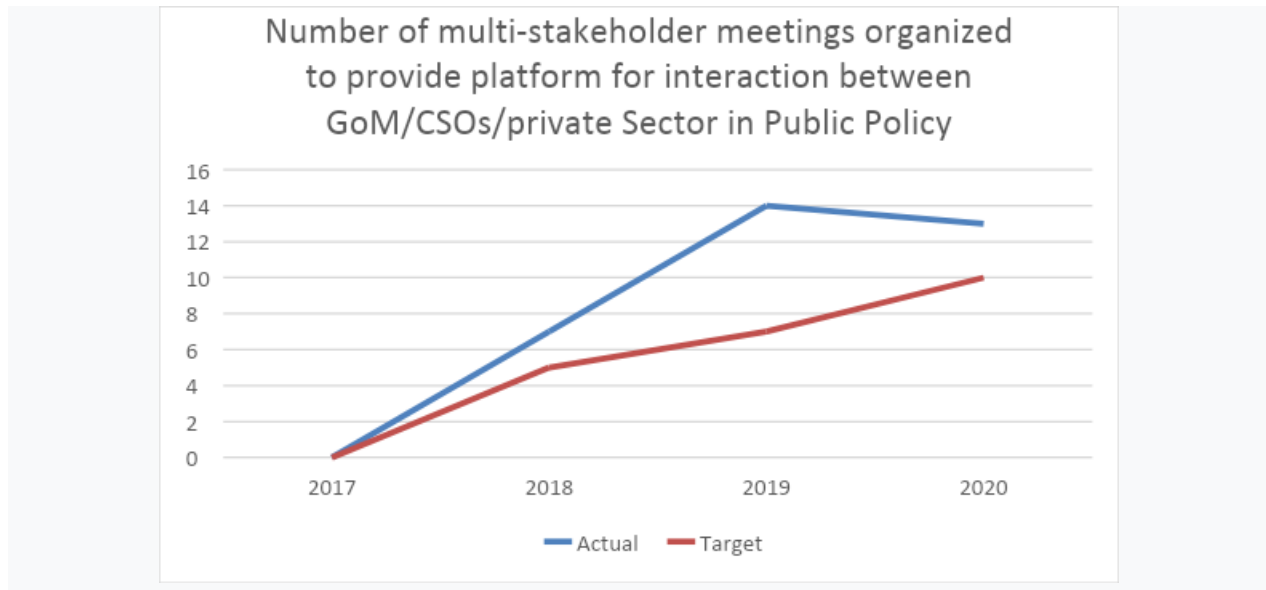
However, due to the current conditions in the country, the forum was not able to launch the petition and gather the required signatures to present it to the government. The board then decided to restructure the petition and present it as a memorandum to the head of government (ongoing effort).

In the coming days, the forum will work on adapting the petition and submitting it to the head of government and parliamentary teams within the horizon of holding meetings with the relevant bodies to advocate for it.

In return, as a contribution to the public debate about the post-quarantine phase, based on its belief in the important role that working women and employees play in advancing the country, on the one hand, and the role of the family as the basic building block of society, FAFM issued an electronic petition to legalize telework. It is FAFM's conviction that the adoption of Telework will contribute to relieving the pressure on working women and enabling them to reconcile their professional and family tasks, while developing their professional performance. In fact, telework could actually be a suitable response to a set of societal transformations and challenges. It could:

- address the needs of an important segment of workers,
- provide the opportunity to work according to various formulas that may open opportunities for multiple job positions
- have flexibility that will contribute to absorbing a significant percentage of unemployment,
- open new horizons for the development of a number of professions and services.

Indicator 4: Number of multi-stakeholder meetings organized to provide platform for interaction between GoM/CSOs/private Sector in Public Policy

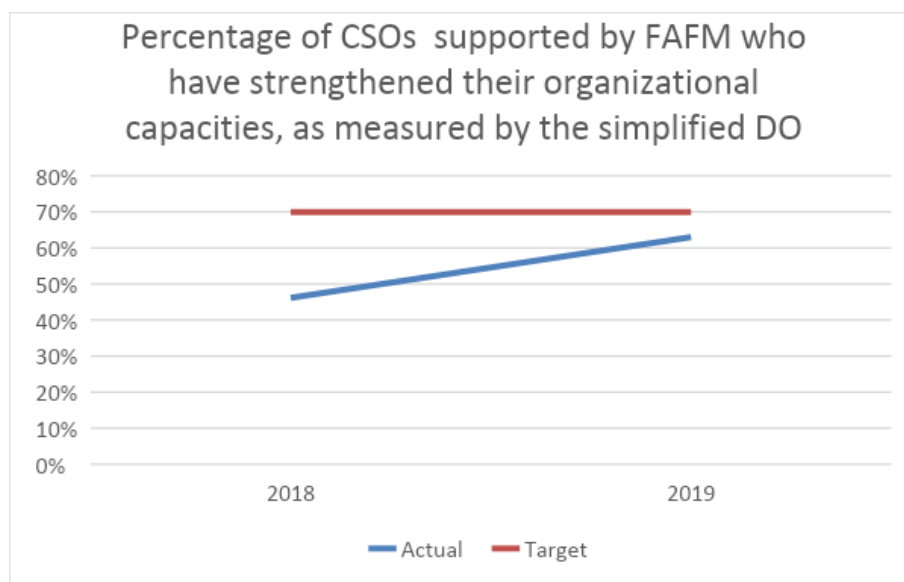


In partnership with the four other ISOs, within the framework of MIRLA, FAFM held a total of 32 meetings with parliamentary groups teams, with the officials of the Ministry in charge of relations with parliament and civil society, with the committee of the Interior, local communes and infrastructure in the House of Councilors... advocating for the reform of the legal framework governing civil society, and for the adoption of a law on volunteering, a law on public consultation, a law on public charity and a transparent budget. In this context, 6, 10, 6 meetings were held consecutively in 2018, 2019 and 2020.

Within the framework of the youth program, field visits were organized to a group of official institutions such as Parliament, the National Council for Human Rights, the Ministry of Civil Society and Relations with Parliament, the Rabat-Salé-Kenitra region, the Kingdom's Mediator Foundation, and the Public Finance Control Committee of the House of Representatives. The aim of the visits was to give the Young Local Watchdogs a first hand experience being civil society actors and meeting with a variety of decision makers in order to discuss issues related to public policy, public finances, human rights...

PMO 2: Building capacity of local women and youth NGOs to become local watchdogs

Indicator 5: Percentage of CSOs supported by FAFM who have strengthened their organizational capacities, as measured by the simplified DO



As shown in the graph below, despite its multiple efforts, FAFM could not reach the set target regarding building the capacities of local CSOs. This was due to two main reasons:

- **Time allocated:** a 1 year training and assistance was not enough to produce tangible change in all partner CSOs, especially that most of the 40 CSOs were small rural ones, with no offices nor staff.
- **Multi-target assistance:** the training provided to the CSOs, especially the first cohort, addressed multiple elements: advocacy, communication, financial and administrative management, project management... This diversity of elements made it difficult for both the CSOs and FAFM team to achieve the target. Given the short time of the program, it would have been better to limit the areas for development.

In fact, with the second cohort, FAFM's team limited the scope of assistance (advocacy and financial and administrative management). The positive impact can be shown through the graph. Although the number of CSOs increased, 27 in the second cohort instead of 13 in the first one, a higher rate was achieved.

To achieve this indicator, FAFM launched a call for applications to benefit from a CSO capacity building program in local advocacy: 40 CSOs in the Rabat-Sale-Kenitra region.

The forum adopted an approach to enhancing the capacities of associations based on three main components: organizational diagnosis, training sessions and technical assistance.

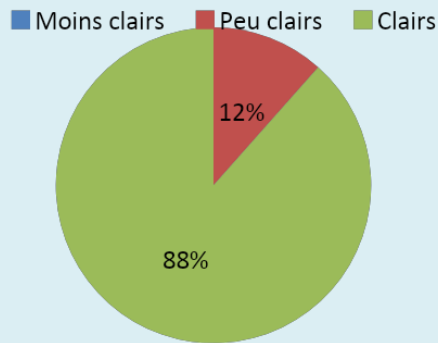
a. Organizational diagnosis of CSOs:

FAFM organized a training workshop to form an Organizational Diagnostic Team. This session was a chance for FAFM team and the representatives of partner CSOs to get acquainted with the OD tool and its objectives, to then start making diagnoses for the CSOs in order to assess their needs at the organizational and technical level. Based on the results of this diagnosis, an adapted training plan has been established responding to CSOs needs.

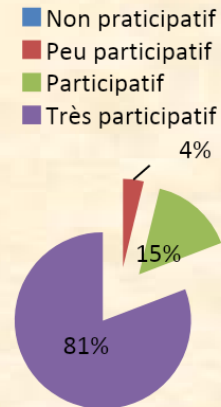
After polling the opinion of the beneficiary associations, 81% of them considered that the process was highly participatory.

In terms of the training plan, 88% of them saw that the capacity building plan included clearly formulated goals.

Clarity of Training Objectives



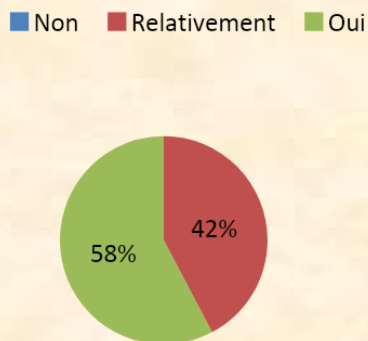
Needs' Assessment approach



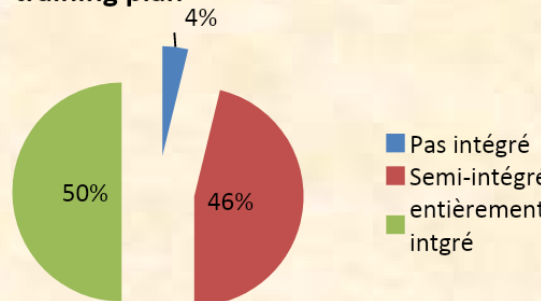
50% of the CSOs participating in the survey believe that their capacity building needs were fully integrated into the training plan, while 46% believe that their needs were partially integrated.

As for the achievement of the association's goals from the training, 58% stated that their goals were fully met.

Training plan's contribution to the CSOs objectives



Integration of CSO needs in the training plan



b. Training sessions:

The first group of CSOs (13) benefitted from 8 training sessions on the following topics:

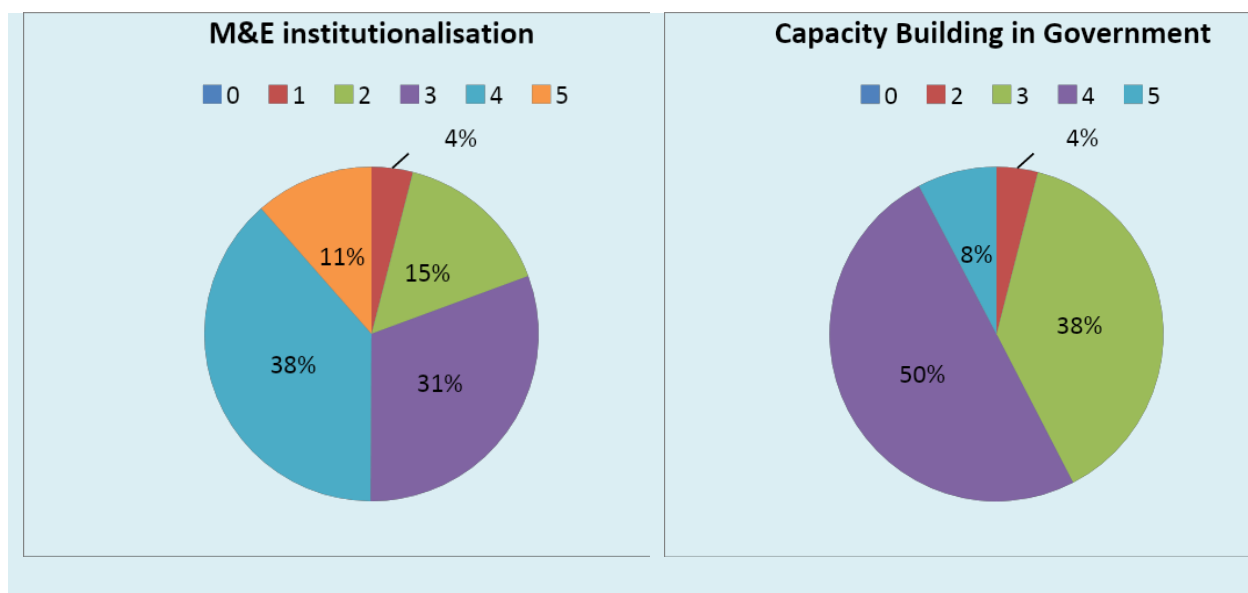
- Strategic planning for CSOs,
- Project Management,
- Networking and Partnership building,
- Team Building & Conflict Management,
- Knowledge Management,
- Administrative and financial management,
- Resource Mobilization and financial sustainability,
- Communication for Development

The CSOs of the second cohort (27) benefitted from 5 training sessions on the following topics:

- Results based Management,
- Partnership building & resource mobilization,
- Monitoring and Evaluating public policies,
- Participatory democracy and civil society advocacy,
- Administrative and financial management,
- Financial Management for CSOs,

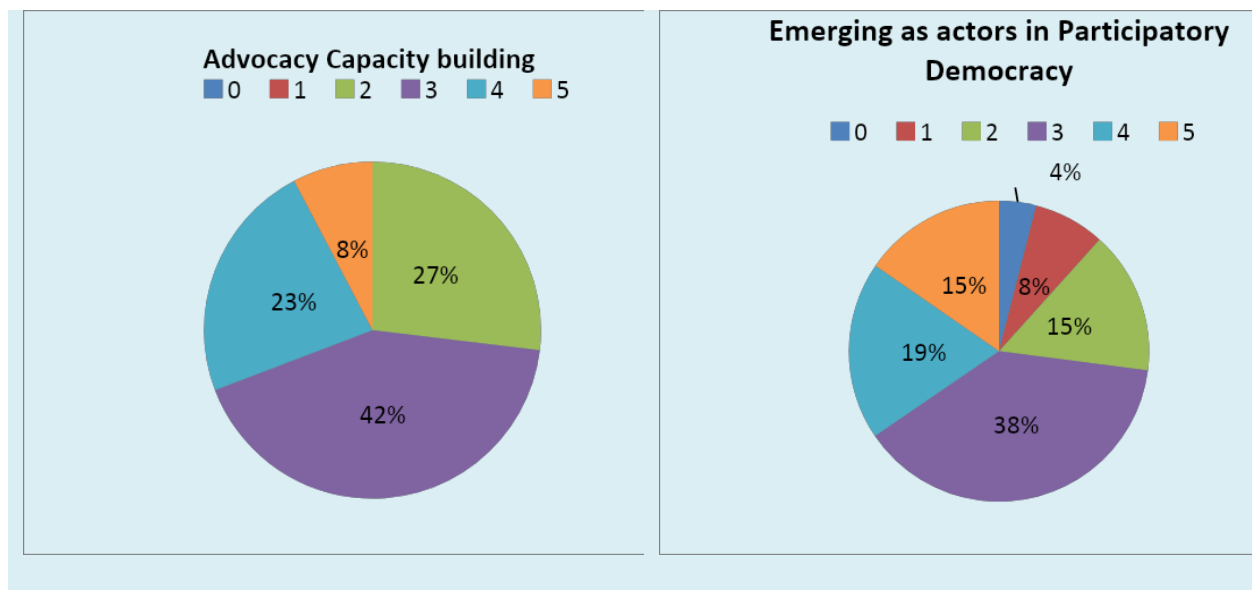
During the training period, CSOs managed to develop their managerial and organizational capabilities and strengthen governance within their organization. The survey showed that 58% of the CSOs believe their abilities were strengthened (well or very well).

As for the institutionalization of M&E within the organizations, being an important aspect of project management and governance, 50% of partner CSOs have either already established or are establishing an M&E system. The other half faced trouble doing so.



15% of the associations managed to emerge well as actors in participatory democracy, while 19% of them started trying to exercise this role. In fact, remarkable progress was observed in terms of advocacy, as a number of CSOs submitted petitions to the territorial councils to defend local cases.

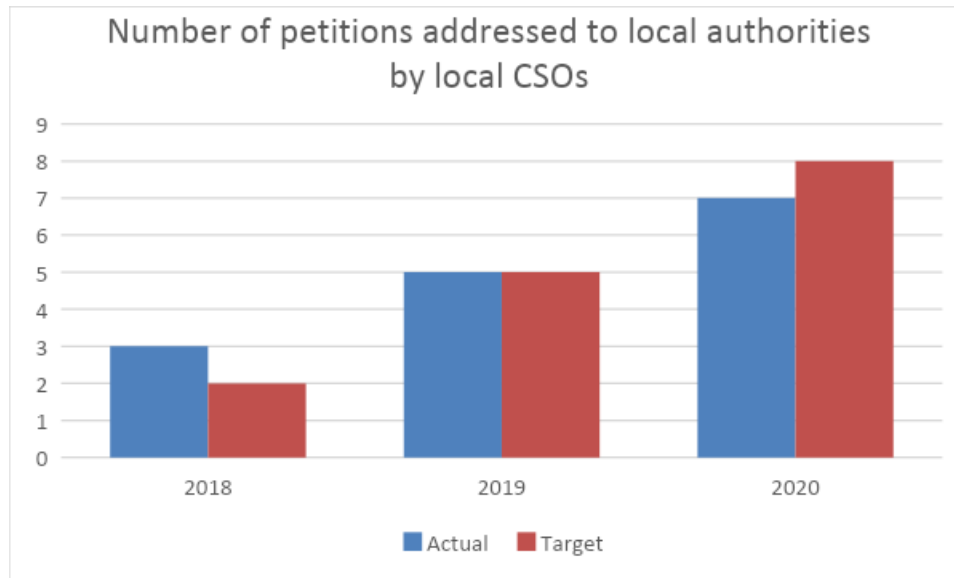
As for the design and implementation of advocacy initiatives monitoring local public policies, the capacities of 31% of the CSOs have improved well or very well, while 42% felt they “somewhat” improved.



c. Follow up visits:

Conducting visits and meetings to partner associations after benefiting from the training program in order to find out what knowledge and skills have been acquired during the training stages and the extent of transfer of knowledge and skills and come up with future recommendations to develop their work.

Indicator 6: Number of petitions addressed to local authorities by local CSOs



In parallel with the training program, based on CSOs' needs, FAFM organized four workshops on participatory democracy and civil society advocacy in order to assist the CSOs in preparing petitions to be filed with local councils.

The CSOs were able to learn about the constitutional and legal framework for participatory democracy and the role of CSOs in public policy formulation. They could also touch upon:

- Local public policy monitoring
- Competencies of local councils
- Conditions for acceptance of petitions
- Skills and techniques for drafting petitions and memorandums
- Organizing advocacy campaigns
- Developing advocacy strategies
- Resource mobilization
- Networking & building alliances

The outcome of this endeavor was the preparation of 12 local petitions on various local issues, 7 of which were submitted to the territorial communes. These latter's interactions varied given the "novelty" of such exercise. Some communes rejected

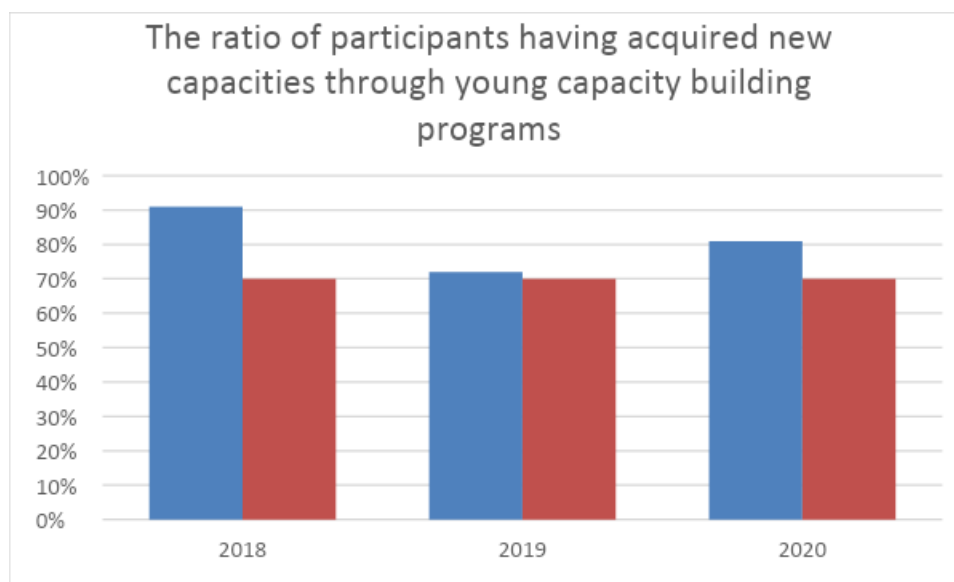
the petitions due to non-compliance with technical conditions, others took measures to deal directly with the issue, while one commune accepted the petition and discussed and adopted the subject petition in its meeting.

PMO 3 : Empower young activists to participate actively in public policy

Indicator 7: The ratio of participants having acquired new capacities through young capacity building programs

The project aimed at training 60 young civil actors and building their capacities regarding advocacy. To do so, FAFM designed 3 different training programs. The target (70%) was met in all three programs.

- Young Women Advocates
- Young Local Watchdogs
- Young Human Rights Activists



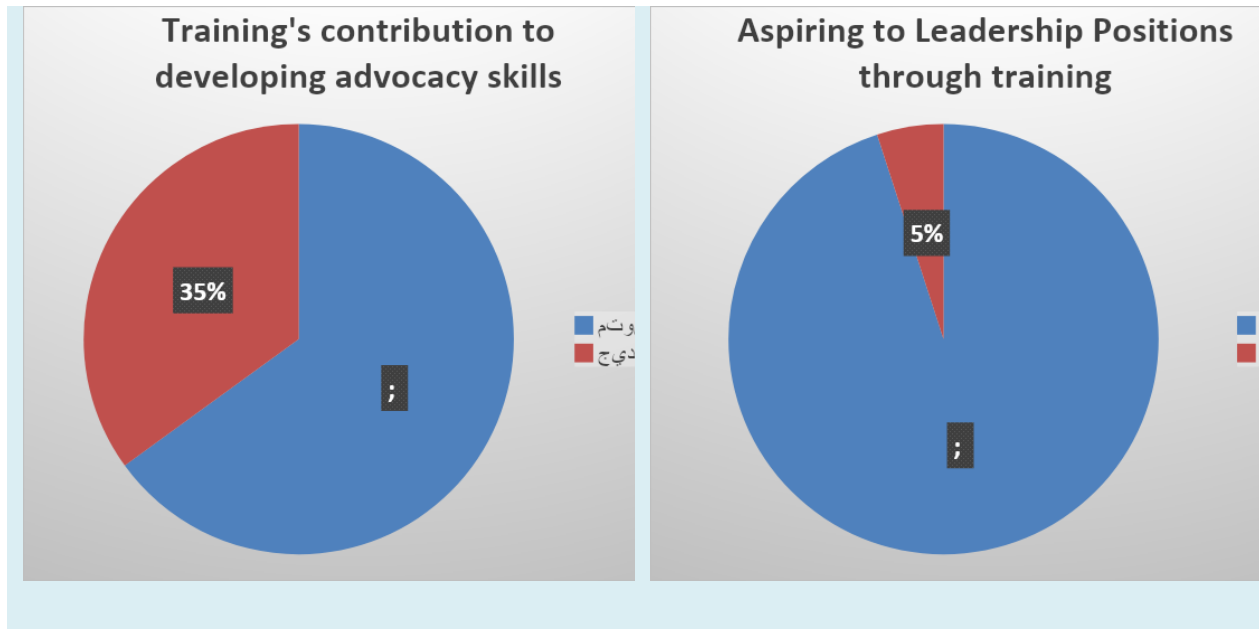
a. Young Women Advocates

During 2018, 20 young women advocates were able to benefit from 9 training sessions on the following topics:

- international human rights mechanisms,
- institutional and legal framework for women's rights in Morocco,
- civil society organizations,
- project management,
- advocating for women's rights: producing petitions,
- monitoring and evaluating public policies

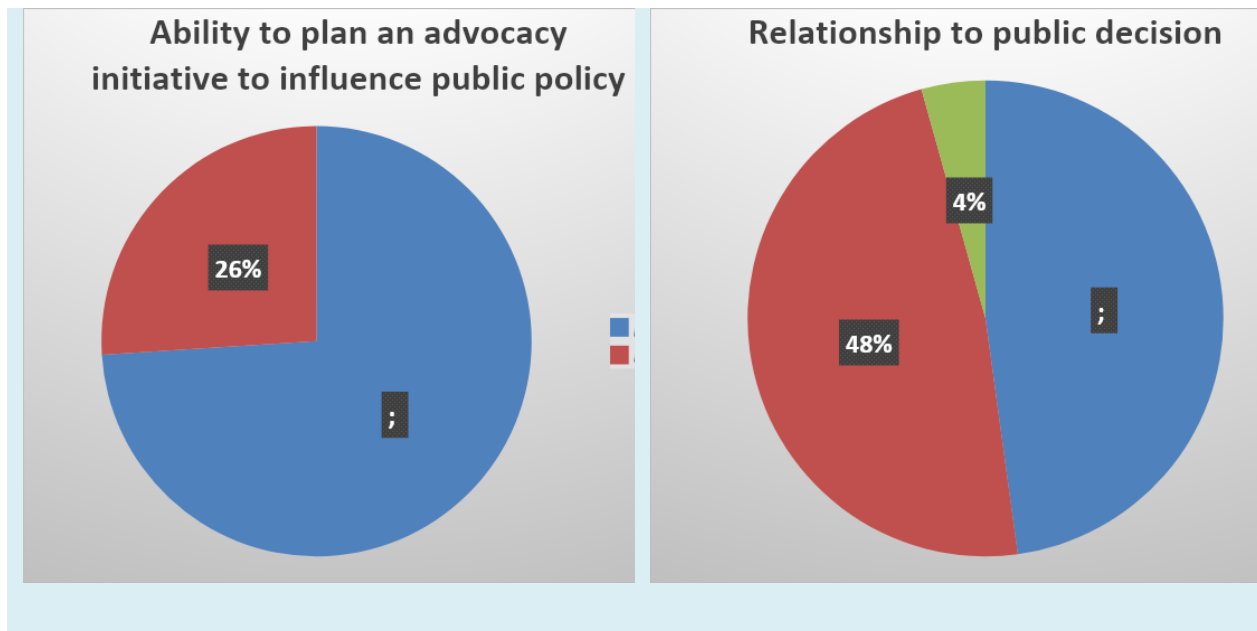
The response of 95% of the participants revealed that there was a compatibility between the training content and the age group, educational level and scientific specialization. This increased the transfer of knowledge among participants, explaining the particular high ratio illustrated in the graph above.

About 65% of the participants expressed that the training contributed moderately to the development of their advocacy capabilities, and 35% of them said that they have contributed well.



With regard to the relationship with the public decision, it becomes clear according to the results that the participation of young people has become a reality that most of them aspire to, thanks to the roles assigned to them, through advisory bodies for youth and bodies for public consultation.

It is certain that the relationship of young people to the public decision fluctuates between influence and participation, which is the same rate expressed as 48% each, leaving a small minority, about 4%, who believes that the public decision is in the hands of institutions that cannot be interfered with.



It is also evident from the answers of the participants in the training that they were able to acquire advocacy tools and strategies, to carry out an advocacy campaign and to mobilize support to influence the public decision, and to present memoranda. This is reflected by the 73.91 participants who expressed their ability to organize advocacy campaigns.

In fact, conducting an advocacy campaign is not an easy task. It requires mechanisms, techniques and identification of decision-makers, a matter which an important percentage of 26.09 believed in their ability to do.

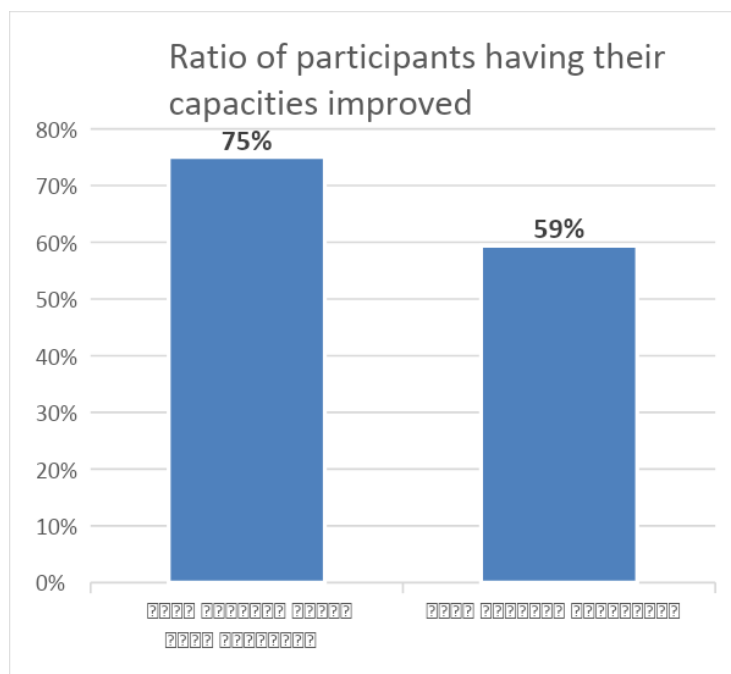
In parallel to the training program, young women advocates were able to participate in field visits to a group of official institutions such as the Parliament and the National Council for Human Rights. They also visited some civil bodies such as Al Karama Association for Women Development in Tangiers and got acquainted with the association's women shelter, and the Atlas Women Network in Errachidia city and the Association for Family Awareness and Reform in Erfoud City to closely identify the nature of the work of these CSOs and public policies related to women.

In addition, a series of open meetings were held with civil and political personalities. The aim was to empower these young women with the mechanisms and skills to develop their personalities, advocate for women's issues, and get closely acquainted with the experiences of these personalities and to learn about the difficulties that they lived through.

b. Young Local Watchdogs

The program enables young women and men to:

- enhance their capacities in advocacy,
- acquire the skills of analyzing and evaluating public policies,
- advocate for societal issues using participatory democracy mechanisms (petitions, petitions, public consultation ...)
- developing projects to serve civil society issues



The participants attended 9 training sessions on various topics:

- Legal framework for policy evaluation,
- Participatory democracy and monitoring public policy

- Participatory Budgeting
- Public policy M&E and fighting corruption
- Results based planning
- Advocacy and communication

At the outset of the project, the participant had developed a few very interesting projects:

- an electronic platform for GBV reporting,
- a mapping for actors in the field of childhood,
- environment friendly women cooperatives,
- an observatory for territorial public policies,
- the preparation of a guide for monitoring and evaluating territorial policies.

The last two projects were actually adopted and implemented (being implemented) by FAFM.

c. Young Human Rights Reporters

After benefiting from a group of training courses, young human rights reporters were able to develop their knowledge in the field of audiovisual, media and communication related to human rights. They get acquainted with the national and international mechanisms of the human rights system in addition to developing their communication capabilities and competencies as civil actors. The pre-and post-training assessments have shown that 81% of the young participants have developed these skills through the training.

These young people have been able to produce articles and informational capsules on various human rights and social issues:

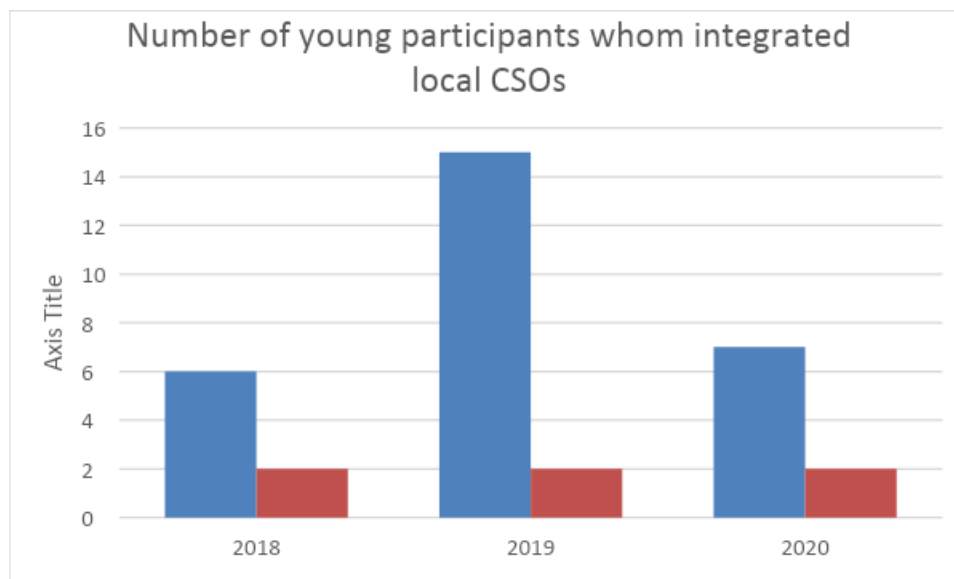
- the family under quarantine,
- rights and freedoms in the time of the Coronavirus,
- GBV: another epidemic in the time of the Corona,

- rural women ... are forgotten even in the time of the Corona,
- the marriage of minors, ...

As part of the capacity building program, the participants had the technical support of a professional audio-visual production company and were able to produce 3 films about:

- women working in the agricultural sector,
- the situation of migrant women in Morocco,
- girls with disabilities

Indicator 8: Number of young participants who integrated local CSOs



Joining FAFM:

A group of graduates of the youth programs were able to engage in FAFM's structures and activities. In fact, a graduate of the young women advocates joined FAFM's board. Eight (8) young men and women made FAFM's new media team. Through this committee they were able to contribute to the preparation and

elaboration of a group of forum activities. They worked on preparing audio-visual capsules, legislative petitions and technical papers. Four (4) out of the (25) Young Local Watchdogs contributed to the preparation of FAFM's "Monitoring and Evaluation of Territorial policy guide" under the supervision of FAFM's advocacy expert.

Few of the graduates are members of the research team of the National Observatory on Women related Public Policies.

Affiliation with local associations:

Eight young women and men joined local youth associations, while two were able to join human rights organizations, three in women's associations, and five in other CSOs. Eight out of these 18 youngsters hold responsibility inside the CSOs they volunteer for.

Additional Outcomes

The National Observatory on Women related Public Policy

The forum established an observatory of public policies related to women. During the lifetime of the project, FAFM organized two preparatory workshops for the establishment of the observatory, the first of which was devoted to laying out the features of the strategic plan of the observatory and preparing a plan of action, while the second was devoted to studying the administrative and financial organization of the observatory, and defining a list of members of the research team of the observatory. Right after that, efforts to strengthen the capacities of the research team began: Two training sessions were organized, during which the team was able to acquire mechanisms and tools for evaluating public policies and to identify the approach and problems associated with this field.

In addition, a public policy monitoring and evaluation guide for the observatory was prepared as a practical reference for its work.

The forum contributed to the establishment of the observatory, but it will develop into an independent monitoring body. It is expected to be officially launched at the end of 2021.

Program to strengthen the capacities of the advisory bodies of the Council of the Rabat-Salé-Kenitra region:

In the interest of the FAFM to contribute to the fulfillment of the constitutional roles assigned to civil society, and in the context of strengthening cooperation between civil society and elected institutions in the field of activating mechanisms for participatory democracy, FAFM launched a training program to enhance the capacities of the advisory bodies of the Council of the Rabat Sal-Kenitra region (Commission on Equality and Equal Opportunities, Commission on Youth affairs). The training touched upon aspects related to the legal framework for the work of these bodies and the required knowledge framework as well as the practical skills to be possessed. It was made of three training sessions on the following topics:

- advisory bodies and public policies at the regional level,
- the roles and functions of advisory bodies in relation to the region's competencies,
- Promoting the roles and functions of the advisory bodies: Presenting the advisory opinion,

The training benefitted 19 members of the two bodies. And the program culminated with the preparation of a guide on the roles of advisory bodies and providing the advisory opinion

V. Recommended Good Practices

During the lifetime of the project, FAFM has developed some good practices, ones that it will incorporate into its work and future projects.

1. Organizational Diagnosis:

Prior to the second CSOs capacity building program, FAFM conducted an OD (an adapted version) for each and every CSO. It then used the outcome of the diagnosis to determine the training plan. Therefore, the suggested training plan was in line with CSOs needs and expectations, as expressed in the section on Indicator 5. The conduction of OD post-training program allows for the measurement of any evolution that took place in the CSO's performance.

In addition to its technical use, the OD is a strong empowerment tool, as it increases CSOs' engagement in the process from the beginning in a very active manner.

2. Simplified/Adapted OD

After the evaluation of its experience with the first cohort, and the limitations found in the use the OD tool as presented by Counterpart International, FAFM team decided to scale it down in order to adapt it to the target CSOs. For this purpose, FAFM's team discussed the tool internally, in light of lessons learned from the first capacity building program, and determined aspects to keep and the ones to remove. In fact, FAFM's experience with the first cohort resulted in the establishment of detailed capacity building plans for all assisted CSOs. This was meant to serve as a roadmap to plan the CSOs capacity building efforts. Instead, a feeling of frustration was felt among CSOs who expected rapid progress. Therefore, given the limited time scope of the second program, it was decided to focus on a limited number of development areas (project

management, M&E, basics of financial management, and Advocacy) in which progress could be made through the one year training program.

The thought behind the selection of the elements was that for a CSO to conduct local advocacy, it needs to have basic organizational skills. FAFM assistance focused on basic elements:

- Making an action plan based on its mission,
- Tracking its finances,
- Evaluating its activities,
- Documenting all of the above to produce annual reports,
- Designing and implementing local advocacy initiatives.

3. Participatory project development with youth

One of the important best practices developed by FAFM team during ENGAGE project was the involvement of youth in the design of their capacity building programs.

Right after the selection process, a focus group is organized with the presence of all participants and the assistance of a facilitator. During this one day event, FAFM's vision is presented and youth expectations are discussed and training objectives are jointly determined.

4. M&E model document

Assisted by Counterpart International team, FAFM developed its first monitoring, evaluating and learning plan. Inspired by the MELP, FAFM team then developed a simplified M&E system adapted for the rest of its smaller scale projects.

Now, FAFM team prepares and M&E plan at the beginning with each project, regardless of the funding party's requirement.

VI. Lessons Learned

1. Capacity building is a long term endeavor. Though FAFM tried for 3 years to improve on several organizational aspects, the progress, as measured by OD, did not reach the expectations. In fact, the capacity building roadmap set at the beginning of the project could not be implemented since it addressed too many organizational elements at once. In order to reach actual progress, FAFM decided to focus on fewer elements at a time, dressing a multi-year capacity building program, to be achieved in parallel to its different projects.
2. The “Manuel de procedure” is a living document. Since the beginning of the program, FAFM could not reach a “final” version of the manual. It used “operational” versions, as it was constantly improving it, to be adapted to its work nature and to the capabilities of its staff. FAFM team finally reached the belief that a “Manuel de procedures” is a living document, one that is always being improved and adapted to the growth of the organization.
3. Assisting CSOs in preparing and presenting petitions does not result in automatic presentation of the petitions. In fact, in FAFM’s experience, 40 CSOs were assisted and provided with the same technical assistance, with an expert made available for direct assistance. Even then, only 12 CSOs actually produced petitions, of which only 7 were actually presented to the councils.
4. Restraining advocacy to petition presentation is not empowering to local CSOs. In fact, CSOs could feel powerless especially since local councils are not always responsive. In ENGAGE’s case, only 1 out of the 7 petitions presented to the local councils was accepted.

This is due to several reasons:

- Novelty of the exercise for both parties,
- Psychological hurdle that needs to be crossed: not all CSOs were ready to launch advocacy initiatives. They were used to their awareness raising initiatives.

- Local councils negative or absent feedback

5. Limits of ICTs: ICTs are great tools to use in order to enrich any learning experience. However, they can't be a substitute for human face to face interaction. During COVID lockdown, FAFM turned into remote learning. However, after 3 months, the attendees started losing interest. Even youth who are usually tech savvy and more into ICTs than older generations could not keep up with 100% remote training.

VII. Sustainability: Multiplier Effect

The design of ENGAGE project considered several elements for sustainability. In fact, the project was first designed as a pilot test.

1. Regional Networking:

Through ENGAGE project, FAFM established its networking vision: its national network is to be reorganized into 12 regional networks promoting regionalization. FAFM assisted a number of CSOs, graduates of its capacity building program, to launch "Irtiqae" the network of the Rabat-Sale-Kenitra. The network is legally established and open for any CSOs sharing the network's mission to join. The experience was documented in a toolkit that is available to be shared with CSOs planning to launch other networks. FAFM is now discussing with CSOs in Casa-Settat region and in Souss to launch regional networks too.

2. Acquiring Operational Tools:

- a. OD tool: FAFM team has mastered the tool. It is now considered a best practice to be employed in different projects.
- b. M&E system – FAFM internally developed useful M&E tools that it started using in its other projects. The M&E plan is not only a planning and evaluation tool but also a decision making one, allowing for the design of future projects.

- c. Produced Guides – The guides and toolkits detailed in the outcomes section are to be shared with the national network
The training toolkits will serve also to help other non-targeted NGOs to benefit from capacity building during and after the lifespan of the project.
 - d. The information system implemented is a very strong empowering tool. The MIS allows for better organization performance. However, data gathered from local CSOs will be the basis of projects and advocacy initiatives which are adapted to the real needs of citizens. This increases the chances of those projects being funded by other organizations.
3. The National Observatory for Women related Public Policy. FAFM assisted in the launching of the observatory which is now ready to start producing its first report.
 4. The youth programs helped empower the targeted civil society actors, increase their visibility and widen their horizons. The opportunities they had meeting political and civil actors, attending meetings, being mentored... are all learning experiences to be shared with the local CSOs they have joined.

Appendices

Appendice 1: Examples of Activity Brochures


من الشعب الأمريكي


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منتدى الزهراء للتوعية والتدريب
FORUM AZZAHRAE POUR LA FEMME MAROCAINE



**دورة تكوينية حول موضوع :
بناء الشراكات وتعبئة الموارد
من تأطير الأستاذ
عبد القادر مومن**

مشروع إشراك ENGAGE
القيادات الجموعية في الترافع وتقييم السياسات العمومية
برنامج تعزيز قدرات المجتمع المدني

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يوم الأربعاء 24 يونيو 2020**

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من تأطير:
الأستاذة حنان ازريح**

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تحليل الخطاب والبيات التواصل

من تأطير الأستاذ صلاح الدين لمعيزي

مشروع إشراك ENGAGE
القيادات الجموعية في الترافع وتقييم السياسات العمومية
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مسلسل الإنتاج السمعي البصري
من تأطير الأستاذ
محمود عبد الله خليل الماضي

مشروع إشراك ENGAGE
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يوم السبت 20 يونيو 2020

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من تأطير الأستاذ صلاح الدين لمعيزي

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القيادات الجموعية في الترافع وتقييم السياسات العمومية
برنامج الإعلاميين الحقوقيين الشباب



دورة عن بعد
من ثلاث حصص
ابتداء من الخميس 30 ابريل



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من تأطير الأستاذ مصطفى محني

مشروع إشراك ENGAGE
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برنامج الإعلاميين الحقوقيين الشباب

يومي السبت والأحد 28/29 نونبر
09:00 على الساعة 2020

مع اتخاذ جميع التحاليل الوقائية اللازمة



دورة تكوينية

حول آليات الديمقراطية التشاركية وترافع المجتمع المدني
من تأطير:

الأستاذ عبد الحفيظ اليونسي

مشروع إشراك ENGAGE
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برنامج تعزيز قدرات المجتمع المدني

الدورة التكوينية عن بعد
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يوم الأحد 26 ابريل 2020

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من تأطير:
الأستاذة حنان ازريح

مشروع إشراك ENGAGE
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دورة تكوينية حول موضوع
"المرأة والاسرة في منظومة حقوق الإنسان"
من تأطير الأستاذة عزيزة البقالي القاسمي

مشروع إشراك ENGAGE
القيادات الجموعية في الترافع وتقييم السياسات العمومية
برنامج الإعلاميين الحقوقيين الشباب

عن بعد
يوم السبت 12 دجنبر 2020
على الساعة 10:00



دورة تكوينية حول البيات الديمقراطية التشاركية وترافع المجتمع المدني
من تأطير: الأستاذ عبد الحفيظ اليونسي

الدورة تندرج في إطار برنامج تعزيز قدرات المجتمع المدني
في الترافع المحلي ضمن مشروع إشراك القيادات الجمعوية
في الترافع وتقييم السياسات العمومية
بدم من الوكالة الامريكية للتنمية الدولية USAID

الدورة ستقسم لثلاث حصص
الحصه الأولى
يوم الأحد 26 ابريل 2020

الدورة عن بعد

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من الشعب الأمريكي


منتدى
الزهراء
منتدى المرأة للتوعية والتدريب
FORUM AZZAHRAE POUR LA FEMME MAROCAINE

دورة تكوينية حول موضوع التواصل الرقمي
وبناء الحملات الالكترونية
من تأطير الأستاذ **عسان بنشيمب**

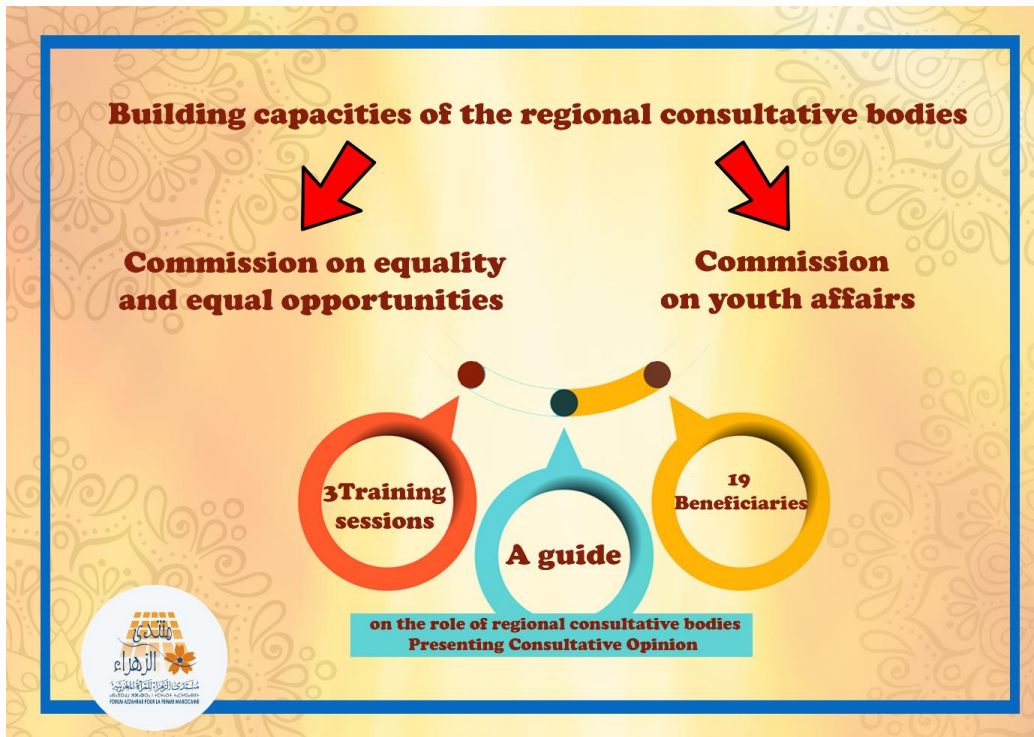
مشروع إشراك ENGAGE
القيادات الجمعوية في الترافع وتقييم السياسات العمومية
برنامج الإعلاميين الحقوقيين الشباب

يوم الثلاثاء 20 اكتوبر 2020
على الساعة 18:00
الدورة التكوينية عن بعد

Appendice 2: ENGAGE in a Nutshell







Additional Outcomes



MIRLA
مركز مبادرات من أجل النهوض بالانتماء للمجتمعات بالعمان
Mouvement des Initiatives pour le Bien-être des Lois des Associations au Maroc

Launching MIRLA dynamic along side of other ISOs

Movement of initiatives for the reform of civil society Law



Additional Outcomes

Launching the national Observatory on Women related Public Policies

- **2-strategic planning workshops**
- **2-training sessions**
- **A guide on Public Policy evaluation**



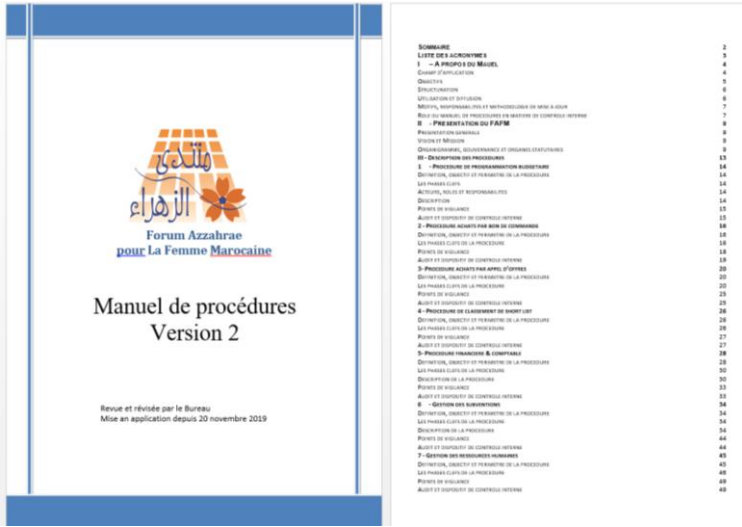
Appendice 3: ENGAGE in Pictures

ENGAGE Launching Event

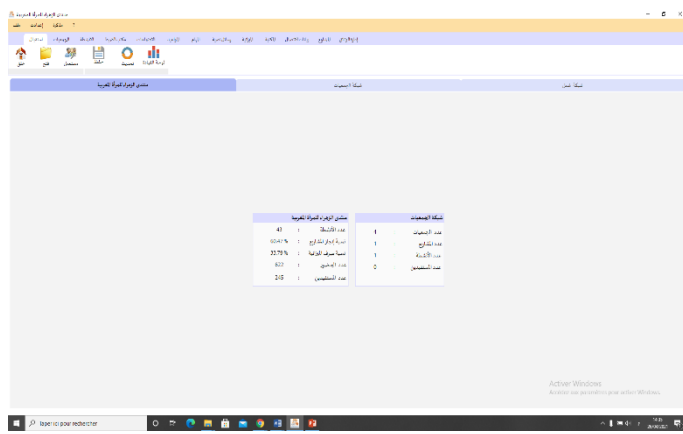


Building FAFM's organizational capacity (indicator 2)

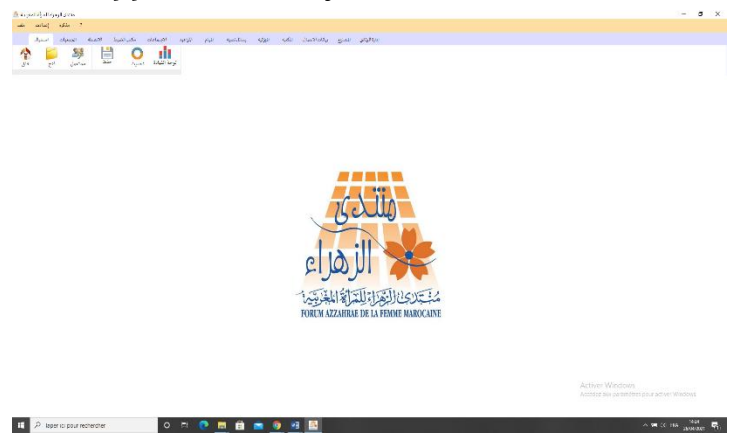
Manuel de procédures



Guide Gestion de Projets



Développement d'un système d'information



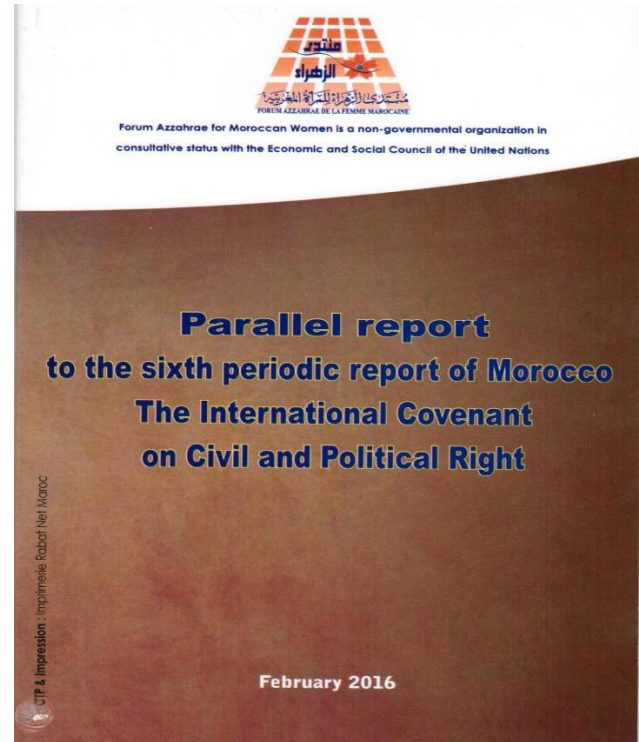
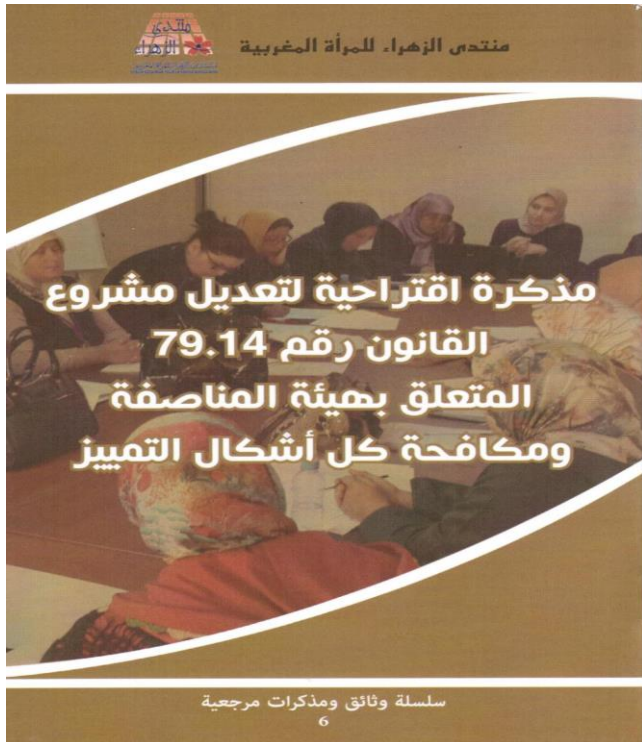


Developing External Relations and Communication



Indicator 1: Number of public policies introduced, adopted, repealed, changed or implemented consistent with citizen input (F).





Indicator 3 : Number of petitions presented to authorities by FAFM Meetings of the committee of the National Petition on Employed Women





Launching the Irtiqae Regional Network



Building local CSOs capacities on advocacy

40 Organizational diagnosis

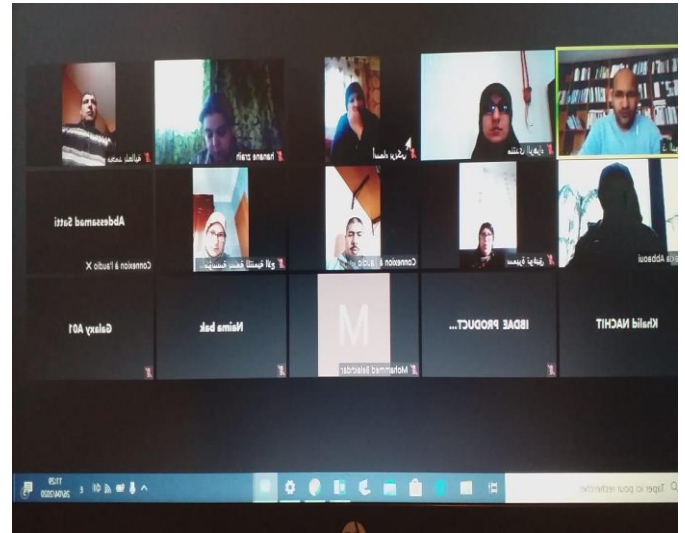


Training sessions in favor of the CSOs









ورشات لتقديم العرائض





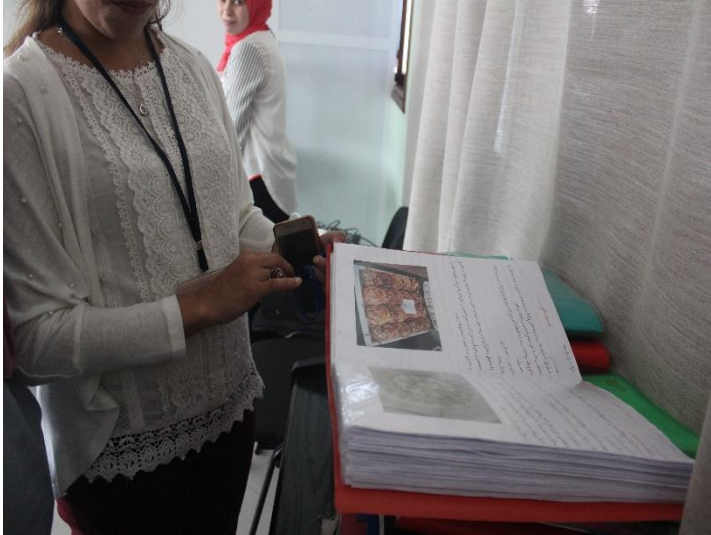
Local Young Women Advocates



Training Sessions



FIELD VISITS



Young Local Watchdogs program









Young Human Rights Reporters program

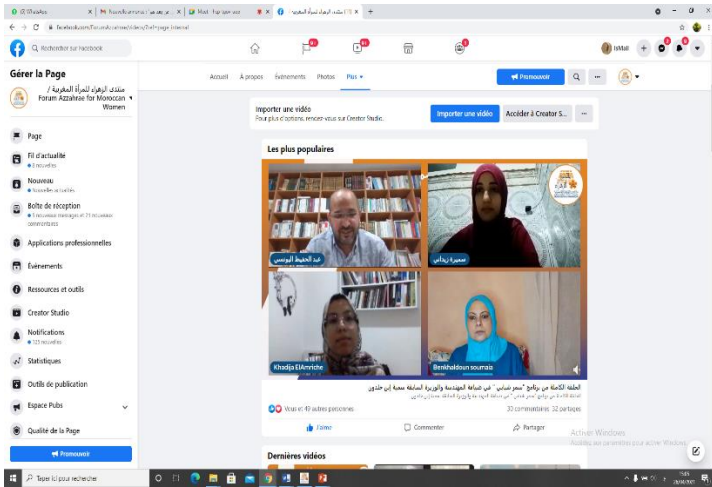








YOUTH ENGAGEMENT



Additional Outputs

The national Observatoire on women related public policy



Consultative bodies capacity building program



