

**STOPPING AS SUCCESS:
TRANSITIONING TO LOCALLY LED DEVELOPMENT**

CARE MOROCCO'S TRANSITION: FROM LOCAL TO GLOBAL

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STOPPING AS SUCCESS

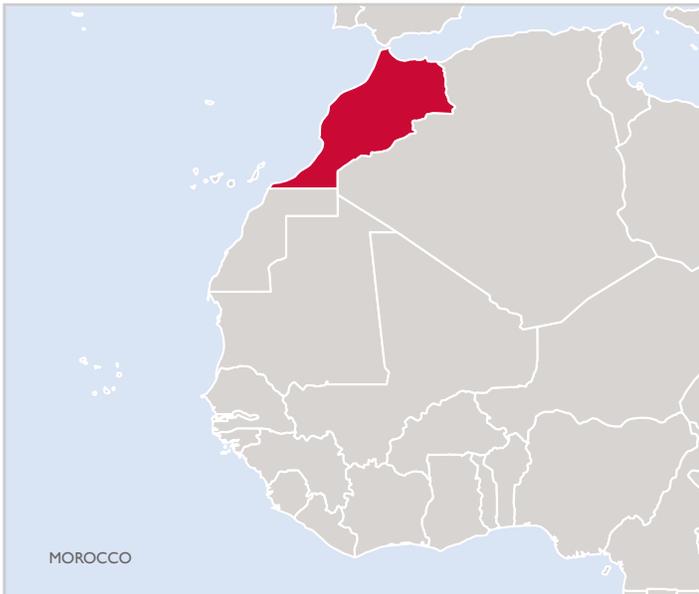
This case study was developed as part of Stopping As Success (SAS), implemented by a consortium consisting of Peace Direct, CDA Collaborative Learning Projects, and Search for Common Ground, with support and funding from the United States Agency for International Development (USAID). SAS is a collaborative learning project that aims to study the dynamics at play when ending a development program, and provide guidelines on how to ensure locally led development. In doing this, SAS looks beyond the technical aspects of an exit strategy to identify examples that demonstrate a transition toward locally led development. The case studies produced by the project highlight the past and present realities faced by international non-government organizations (INGOs), local civil society organizations (CSOs), and local NGOs, focusing in particular on how partnerships evolve during transitions or devolvement to local entities.

I. INTRODUCTION AND METHODOLOGY

This is a case study of CARE Morocco's transition from local association founded by CARE France in 2007 to candidate for membership of CARE International's confederation in 2017. CARE Morocco has operated autonomously since its inception, with the impetus for applying for confederation membership coming from its Moroccan leadership. This report maps the extensive application process required to become a member of the international confederation, including a four-year transition period during which CARE Morocco received support from CARE International. Most importantly, the transition has enabled CARE Morocco to ensure the voice of its host country and the Global South more broadly features prominently in the work of the global confederation.

TYPE OF TRANSITION

CARE Morocco's organizational evolution is an example of a transition from the local to the global. The transition entails a local association (which received financial support) gaining membership of an international confederation in order to increase its independence and financial autonomy, as well as to contribute to global objectives and strategy.



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ACRONYMS

ARUP	Association Reconnue d'Utilité Publique
CSO	Civil Society Organization
INDH	National Initiative for Human Development
INGO	International Non-Governmental Organization
NGO	Non-Governmental Organization
PIIRS	Program Information and Impact Reporting System
SAS	Stopping as Success
SDGs	Sustainable Development Goals
USAID	United States Agency for International Development
VAT	Value-Added Tax

This report is based on a brief desk review and data collected through 13 key informant interviews with staff members based in Morocco and France, as well as civil society actors in Rabat and Casablanca.

2. CONTEXT

With a population of approximately 34 million, Morocco stands on the western shoulder of North Africa, within sight of the south coast of Spain. Despite significant efforts to expand its productive sectors,¹ Morocco remains a largely agrarian economy and society. A significant proportion of Moroccan society falls below the poverty line,² with women and children constituting most of this group. Moreover, Morocco has a youth bulge, with those aged 15–24 constituting roughly 18% of the population.³ Key developmental challenges include high unemployment, illiteracy, and poverty, especially in peripheral rural areas.

In Morocco, several forms of CSO operate, each with a unique legal status: cooperatives or collectives, associations, and public utility organizations. Associations most closely resemble non-governmental organizations (NGOs) in other countries, though they are not an exact match. Historically, NGOs were viewed with a measure of suspicion, though this has changed since the late 1990s, and especially since King Mohammed VI ascended the throne. Since then, NGOs have been given significant freedom of activity and support.⁴ Although significant issues remain – most notably a lack of funding and professionalism⁵ – collectively these changes have led to a flourishing associative sector, with approximately 116,800 official associations covering themes ranging from poverty reduction to health initiatives to democratic accountability.

NATIONAL INITIATIVE FOR HUMAN DEVELOPMENT

In 2006, the government implemented the National Initiative for Human Development (INDH), a large-scale program aimed at empowering associations to become service providers. Moreover, the program is based on a decentralized model, with regions rather than the central government responsible for distributing funds.

Initial funding for the first five-year phase of the INDH (2006–10) was US\$1 billion. With public

support from the King, it became a highly visible program and, with a further US\$1.9 billion allocated, the third phase covers the period 2019 to 2023 is scheduled to commence in 2019.⁶ Given the sector's financial issues,⁷ this represented a significant step-change in funding. The INDH, however, is not without complications, namely the unwillingness of a government "... accustomed to centralized decision-making"⁸ to implement the participatory and decentralized approach originally envisioned.

THE 2011 CONSTITUTION

In response to pro-democracy protests that erupted in Morocco during the Arab Spring, the King ordered a new constitution be written. The 2011 Constitution was subsequently put to a popular referendum, and, by expanding the legal space available, substantially increased civil society's role in policymaking and the public sphere.⁹ As has been observed: "Morocco's legal framework for civil society could be considered among the most enabling in the Arab world and a model for other countries."¹⁰ The issue remains, however, of whether there is the will to implement it fully and meaningfully. While analysts consider these opportunities for increased political participation advantageous for civil society, they also express a measure of caution, as the 2011 Constitution follows a similar blueprint to the INDH in its facilitation of "... greater state control of these non-state actors."¹¹

FUNDING, PROFESSIONALISM, AND THE POLITICAL ENVIRONMENT

One crucial difference, which cannot be understated, between charities and NGOs in Europe or the US and associations in Morocco is that the latter must pay taxes, including Value-Added Tax (VAT).¹² This is despite the fact that associations are not allowed to make a profit,¹³ and means that their operating costs are higher than equivalent NGOs in many other countries. Furthermore, a report from CIVICUS and Espace Associatif paints a bleak picture, concluding that many organizations cannot access a variety of funding sources.¹⁴ As discussed below, however, associations recognized as having public utility have greater access to varied funding streams.

Another key concern stems from the need for further resources to support professionalization of



associations. According to a Moroccan civil society actor interviewed for this report, much of the sector has not gone through the professionalization process. However, two interviewees stressed that associations have to navigate the need to dedicate resources to core costs in order to become more professional, while at the same time operating in a funding environment where the percentages they are allowed to dedicate to core costs are decreasing.

It should also be noted that there is a certain measure of suspicion toward associations, as they are perceived by the population as being politically motivated or instrumentalized for self-serving ends by political actors. Historically, the associative movement was “divided into alliances either with opposition parties or with the monarchy.”¹⁵ In the face of political pressures, certain actors within the sector struggle to demonstrate their apolitical character.

INGOS

A consensus emerged from interviews on the important role INGOS can play in helping associations build

capacity, as well as addressing other challenges such as advocacy, governance, or technical expertise. However, while associations acknowledged that INGOS could contribute in these areas, they felt support should be tailored to local needs and not simply imposed. Some of those interviewed viewed INGOS as unwilling to provide Moroccans with the necessary training, as this that would make international actors irrelevant. Instead, they were perceived as using their access to funds and technical expertise as a means to maintain a favorable (to the INGOS) asymmetry.

Interviewees in Morocco also identified the Arab Spring as a watershed moment, which had brought about a massive influx of donor funding (that has since been in decline) and a “... shift in funding approaches and preferences” toward political accountability from INGOS. This change led to a measure of local hostility, rooted in the idea that INGOS – at least those concerned with political issues such as human rights or democracy promotion – cause disruption to the political status quo. As one local civil society actor claimed: “For example, some communities that want nothing to do with USAID ... My guess is you would

see a relatively clear positive geographic distribution around NGOs that request authorizations not to advertise that they are funded by US government.” Challenges for INGOs were also noted. Despite Morocco being perceived as a permissive environment where INGOs are encouraged to work, the existing legal regime exerts control over their activities through financial and legal strictures, and it is not unheard of for regional or local authorities to harass foreign actors.

ASSOCIATION RECONNUE D’UTILITÉ PUBLIQUE (ARUP)

The status of having public utility can be conferred on an association following a lengthy vetting process by the authorities. Once designated an Association Reconnue d’Utilité Publique (ARUP), an association gains “... a degree of financial autonomy”¹⁶ and significant material benefits. For example, donations from Moroccan individuals and corporations to ARUPs are considered tax deductible. In addition, ARUPs are exempt from paying VAT, and are also able to apply for previously inaccessible public funding.¹⁷ According to a Moroccan civil society actor: “Public utility status is the gold standard: if you are an NGO, and you can get your hands on that then you’ve made it. And it guarantees a lot of funding that is impossible for other organizations to get.” Furthermore, as the number of ARUPs is small (227 out of 116,836 local associations),¹⁸ holding ARUP status holds great prestige. This prestige creates a positive feedback loop, whereby the additional funding streams enable further projects, which in turn reinforce the ARUP’s status.

However, in addition to an arduous application process,¹⁹ ARUP status involves continuous monitoring from relevant authorities, which are tasked with ensuring that high standards are maintained (under the threat of ARUP status being revoked) and that public funding is used for agreed-upon goals.

The consensus of those interviewed was that the very concept of public utility is vague, and that the vetting process is opaque²⁰ and liable to favoritism.²¹ Considering that a number of governmental bureaucracies have to approve the application, some felt that attaining this status entails “... some kind of formal or informal ties to power.”²²

3. CARE MOROCCO’S TRANSITION: A GLOBAL TREND MEETING LOCAL INITIATIVE

ESTABLISHMENT OF CARE MOROCCO BY CARE FRANCE

Founded as a local association on 28 September 2007 by CARE France, CARE Morocco seeks to address inequality in urban and rural areas with a focus on gender equity for women and girls, through education, economic development, and governance programming focused on the needs of “... youth and disadvantaged rural and peri-urban groups” and “... individuals and families in the most vulnerable communities.”²³ According to an interviewee, CARE Morocco was set up as a result of the permissive legal environment, the existence of a vibrant civil society, and to capture the opportunity presented by the INDH.

From the beginning, CARE Morocco was formally registered as a local association with its own board of directors (as per Moroccan law), rather than as a country office. This meant it could be fully part of Moroccan civil society, while also benefiting from international expertise and networks, best practices, and the diversification of its sources of funding. It has always, therefore, been a local entity evolving in both local and international spheres.

CARE France, while assisting CARE Morocco develop its own model, has always respected the national identity of the board, providing a support role in terms of sharing best practice. It has also provided support through a collaborative governance structure and various memorandums of understanding, as well as technical expertise and funding. In other words, from the outset CARE France maintained a measure of support in order to ensure its working standards, and more broadly those of CARE International, were met. This gave CARE Morocco the space needed to develop as an organization, without creating unnecessary operational dissonance with CARE France. Most importantly, according to interviewees, the decision of CARE Morocco to become a completely autonomous entity was made during this founding period. As noted by a CARE Morocco staff member: “The vision is that we are local and we should be local and we should not be dependent on CARE France.”

This was implemented successively over the course of ten years, with French members of the board replaced by Moroccans to the point where only two individuals from CARE France remain (in a largely advisory position rather than a decision-making one). Accordingly, CARE Morocco has become more and more autonomous, with the organization developing in terms of governance and operational capabilities. Indeed, CARE Morocco prides itself on the independence, flexibility, and agility it possesses in comparison to country offices that have to report back to international headquarters.

CARE INTERNATIONAL: DIVERSIFYING ITS MEMBERSHIP

CARE International is a global confederation of 14 national members and 4 affiliate members, its overarching mission being to defeat poverty. The addition of the four affiliate – Chrysalis (Sri Lanka), CARE Egypt, CARE Indonesia, and CARE Morocco members – stemmed from a recognition that the bulk of CARE International’s work takes place in the Global South, and therefore that there was an acute need to include more Southern voices within the confederation. This in turn gave birth to an action plan whereby membership was opened up to local country offices, as well as local NGOs affiliated or partnered with CARE offices. The secretariat’s drive to become more inclusive was in line with emerging thinking within the development sector on the importance of local ownership. As a result, the leadership of CARE Morocco, “...knowing its identity, knowing its history, knowing where they are going, and their own goal,” decided to formally embark on becoming a CARE affiliate member.

The process of applying required the support of CARE France, which acted as CARE Morocco’s sponsor.²⁴ According to a CARE Morocco staff member: “... ”



It was the whole team involved in this project. It was important because at the end the director can take the decision herself, and start with it, but then she will find [herself] alone in this process.

the fact of having the support of CARE France was key, because they could have said ‘You should not go through this process’ or ‘We do not support this.’ So CARE France could have said no.” After an extensive application and vetting process, on 9 June 2017, CARE International’s Council voted to bring CARE Morocco into the confederation as a candidate.

STRATEGY SESSIONS AND INTERNAL COMMUNICATIONS

Much of the impetus behind the decision to apply for membership, according to our interviews with CARE Morocco, came from director Hlima Razkaoui and the board of directors, whose engagement with the process was a source of inspiration for staff. Both Razkaoui and the board felt that, although CARE Morocco was already independent from CARE France, membership was the logical next step. However, before embarking on the application process, CARE Morocco conducted a week-long internal strategy session, with input solicited from staff. Discussions included everything from the advantages and disadvantages of membership to how they would actually go about becoming financially independent. In addition, staff were regularly kept abreast of developments by Razkaoui. As one staff member put it: “... it was the whole team involved in this project. It was important because at the end the director can take the decision herself, and start with it, but then she will find [herself] alone in this process. She shouldn’t be the only one doing it ... I think if I was not involved, now I would not care. But because we were involved in every step [we do care].”

By taking this collaborative approach to decision-making, Razkaoui was able to gain buy-in for a decision that would mean greater workloads for staff due to the introduction of novel monitoring systems and additional work being required to gain financial independence and promote CARE Morocco internationally.

THE APPLICATION PROCESS

As part of its application, CARE Morocco had to present several documents, which included, first, a business case outlining why they should be a member, including their contribution at national, regional, and global levels; and, second, a transition plan setting out key steps to attaining financial self-sufficiency and building new capacity for playing a broader role, as well as timing and investment requirements for the transition period.

CARE Morocco's plan included a transition period of four years as a candidate, with CARE International providing investment during this time in order to strengthen identified areas of focus, introduce new roles and capacities, and build up fundraising.

The CARE International Code, which governs the confederation, says all members should "... demonstrate accountability, good governance and leadership in the running of the organization."²⁵ Having been established as a local Moroccan association, with clear governance and operational structures, CARE Morocco had already passed this hurdle, giving them a unique advantage over country offices that had to register as a local NGO in order to join the confederation.

4. OUTCOMES OF THE TRANSITION

While recognizing the challenges ahead, CARE Morocco staff were nevertheless upbeat about the prospects of membership, and by and large the transition to membership has moved ahead seamlessly, impacting the organization in the following ways. First, in order to become financially self-sustaining, CARE Morocco exerted significant efforts on diversifying its funding portfolio. Second, the transition process resulted in additional staff and functions being taken on, as well as increased professionalization. Last, and most important, the transition process has generated a newfound ability to influence the global confederation and bring the voices of Morocco and North Africa into its discussions.

DIVERSIFIED FUNDING PORTFOLIO

One criteria for gaining membership status is to have "Demonstrated financial viability and due and proper responsibility in all financial matters."²⁶ The drive to membership resulted in CARE Morocco diversifying its funding portfolio to include partnerships with the private sector, face-to-face fundraising, government funding, and donor funding. This was already an objective within CARE Morocco's Business plan, but membership accelerated the process and formalized the drivers.

One of the ways CARE International is contributing to the financial viability of candidates and affiliates is the "donor access protocol," which was approved as part of the updated 2018 CARE International Code. The aim of

the protocol is to ensure consistency, equity, and quality between members, candidates, and affiliates in accessing and managing donor relations, while remaining flexible enough to accommodate the diversity of donors and opportunities available to CARE. For example, as a locally registered entity, CARE Morocco is able "to access directly institutional funding, but only following consultation with the CI Member responsible for managing CARE's global relationship with the donor in question. Any financial benefit accruing to the CI Member should be linked to the value-add it brings." Therefore, as a candidate, CARE Morocco can access a donor such as USAID directly, albeit with the consent of CARE USA, who would receive a portion of any funding received due to its previous efforts in developing the donor relationship. The latter would also play a supportive role with regard to grant management and donor compliance. As described by a CARE Morocco staff member: "The good thing about CARE Morocco is that we have the choice: access to local funding because we are local but if we want French funding we can go through CARE France. If we want US funding we can go through CARE USA, etc. So it allows you to be more flexible in accessing funds, because you can have any nationality with so many members in the federation."

As a candidate for affiliate membership, CARE Morocco was also able to access the Moroccan diaspora. Additionally, being recognized as an ARUP opens up further avenues for government funding, while being exempted from paying VAT means CARE Morocco is able to re-allocate the savings made, making them a more viable partner for private sector companies looking to conduct corporate social responsibility activities. In order to accommodate the demands of membership, CARE Morocco has expanded its staff, hiring a coordinator to work on face-to-face fundraising (and building a team of individuals to conduct public fundraising drives) and a Communications and Private Sector Partnerships Manager. The latter role includes the development of partnerships within Morocco's private sector, raising awareness about CARE Morocco's role as a conduit for commercial companies looking to engage with charitable work. As noted by a CARE Morocco staff member: "What we aim to do is to have some funds from the private sector to match donors claiming co-funding to cover awarded projects."

RAISING AWARENESS

The other key responsibility of the Communications and Private Sector Partnerships Manager is raising awareness

of the organization's brand within the network, in order to encourage collaborations and invite support from potential national donors. As a staff member put it: "So this is one [of] the challenges, we really have to be there and remind them that we are here, and remind them of the kind of projects we work on."

Before becoming a candidate, CARE Morocco was largely an unknown entity within the confederation, content simply host a CARE International event. Now, though, it feels the need to develop a clear presence in people's mind, ensuring they are a visible port of call for collaboration and expertise.

ORGANIZATIONAL IMPACTS

UNWINDING FROM CARE FRANCE

As part of becoming a member, CARE Morocco is unwinding the various mechanisms tying it to CARE France. For example, there is a licensing agreement with CARE France that entitles CARE Morocco to use the CARE brand, which is in fact owned by CARE USA. CARE Morocco is therefore establishing a brand licensing agreement of their own with CARE USA directly. Once this unwinding is complete, CARE France will withdraw from its financial responsibilities vis-à-vis CARE Morocco, switching to a purely collaborative and operational partnership.

PROFESSIONALIZATION

While CARE Morocco already had demonstrable capacity, several staff members pointed out that being a member of the confederation granted access to the broader CARE International reservoir of thematic and technical expertise. For example, one program officer noted that CARE Morocco could now communicate directly with the network (rather than through CARE France) about issues of gender, thereby gaining knowledge that could improve its own work. A staff member described some of the benefits of having access to CARE International: "We exchange the best practices. We communicate. We do workshops online. So we feel we are part of an international network, not just by ourselves. I can also ask questions sometimes to the communications directors, how they did something, for example an event, how they would communicate in this situation. So it is very helpful to be part of the network."

One of the monitoring tools CARE Morocco was obligated to work with is CARE International's Program Information and Impact Reporting System (PIIRS). A CARE Morocco project officer reported the introduction of the system "... helps us to account our beneficiaries, and it has a lot of specific and detailed information, which leaves little room for a mistake." These tools help streamline and consolidate data from across the confederation. As data must be provided on an annual basis, the system obliged staff to account for who is benefiting from projects throughout their lifecycle, rather than such an assessment being left to the end.

ORGANIZATIONAL IDENTITY

CARE Morocco has productive relationships with a wide range of stakeholders, including beneficiaries, local associations, government ministries, members of the confederation, and international donors. Undoubtedly, some Moroccan associations present themselves selectively to funders to ensure a steady flow of money. Interviews indicate that compared to associations that have a relatively fixed identity – either local or foreign – CARE Morocco enjoys a flexible profile whereby elements of its identity can be redefined or even combined as required. As a local civil society actor noted: "... in a case like CARE, they have the best of both worlds with this set-up."

Through its communications and interactions, CARE Morocco can now simultaneously assert their credentials as both a local association with positive attributes such as local understanding and empathy, and an international entity with the credibility and capabilities that local associations may lack. Thus, they are able to build significant trust with multiple stakeholders without alienating any of them.

LOCAL INFLUENCING THE GLOBAL

What makes this transition unique is that CARE Morocco has, through a confluence of diligence and circumstance, not only embraced localization but attempted to globalize it. It is an example not of devolution but of ascension, with the local seeking to influence the global. Interviews with CARE Morocco's leadership and staff found, beyond the financial benefits of membership, genuine pride in becoming a voice of the Global South within the confederation, and specifically a voice from Northern Africa. As one of two candidates



from Africa (Egypt being the other), CARE Morocco felt obliged to voice “... the issues and context of Africa in the confederation.” A member of CARE Morocco’s senior leadership noted: “I am much more concerned today, feeling much more responsible for not being only a voice for Morocco but making sure that when CARE Morocco is on the table with the other members, then when we speak we really represent the South and we are better informed as well about the specificity and about other countries, at least African countries.”

From a practical standpoint, CARE Morocco’s director is now part of the confederation’s governance discussions. These include regular online discussions among national directors, annual face-to-face meetings, as well as council meetings once a year. As a CARE Morocco staff member stated: “I think the fact of us now being part of the confederation would allow us to influence more than before, because Hlima is now at the table with the other national directors. And she was not there before. So now the arena where all these strategic discussions are made, we are going to be at the table. And we can be putting forward ideas that are important for us and for other countries too.”

CARE Morocco’s candidature also expanded the space for staff more broadly to influence the confederation, with one staff member noting: “I also participate in the annual meeting of communication directors and the private sector engagement meetings. So we try to influence and give an idea about needs in Morocco.”

This opened up opportunities for CARE Morocco to influence the confederation in two areas: first, the internal mechanisms governing confederation members; and, second, the type of work that the confederation embarks on. Regarding the first area, when the CARE International Code was revised in 2018, CARE Morocco (along with other candidates and affiliates) saw this as an opportunity to put the question of donor access on the table, negotiating for the right to keep the entirety of single project funds that do not pass a certain threshold (€100,000). Their argument is that if they, or other small CARE members, could keep these sums, the money could be invested in their own organization, benefiting the confederation as a whole in the long run.

Regarding the second area, having a seat at the table means CARE Morocco can influence how important questions and issues are addressed.

So now the arena where all these strategic discussions are made, we are going to be at the table.

Given CARE’s 2030 program strategy is currently under development, CARE Morocco saw this as an opportunity to contribute its ideas and experiences about poverty reduction, with a view to shaping the confederation’s priorities for the coming ten years.

During our interviews, one theme CARE Morocco staff frequently came back to when discussing their newfound influencing opportunities was education as an intervention: “... we can bring education on to the table. We can question. We can challenge the confederation.”

CARE Morocco adopted education as an organizational focus as it is one of the UN Sustainable Development Goals (SDGs) and it adheres to the developmental ethos of the Moroccan state as articulated in the INDH.²⁸ Consequently, CARE Morocco has devoted significant time, effort, and funding to educational projects, such as its work on primary school education. Education is not a core focus of the confederation’s 2020 Program Strategy, which prioritizes issues such as promoting gender equality and women’s voices, building inclusive governance, and increasing resilience.²⁹ Interestingly, this divergence in priorities has not been met with a desire for wholesale organizational change from CARE Morocco. Rather, CARE Morocco staff see themselves as trailblazers: “It means that CARE Morocco can be a pilot for CARE International.”

CARE Morocco feels it has an opportunity to argue its point that education can alleviate and address the causes of poverty, and by doing so it has the potential to bring about a change in the strategic priorities of CARE International. CARE Morocco is, therefore, planning to put together a case explaining how its experiences have led it to focus on education-related strategies and projects that “tackle the underlying causes of poverty.” In this way, CARE Morocco’s leadership and staff view their membership as a genuine opportunity to lobby for and influence change at a higher level.

KEY LESSONS

Through the transition process toward becoming an affiliate member, CARE Morocco has managed to elevate the association beyond the national level. While certain issues remain in flux – namely the ability to generate sufficient funding within Morocco – a firm base has been established on which to grow. Coupled with the ample support from the international secretariat, CARE Morocco appears well on its way to becoming a full-fledged member of the confederation.

Developing a vision as well as a concrete plan from the outset is crucial to ensuring a seamless transition. A decision was made by CARE France at the very inception of CARE Morocco that it would eventually become a fully autonomous organization. This became an embedded aspiration, manifested in an innovative governance structure – a split board – that gave CARE Morocco the time and space it needed to develop. This approach enabled the local organization to undergo a collaborative learning experience that eventually brought about an enthusiastic and committed local board. CARE France, meanwhile, progressively moved from control to collaboration to support. Consequently, when the opportunity for candidature presented itself, CARE Morocco was already in a position to take advantage as it had matured in terms of its capacity and finances. Moreover, it already thought of itself as both a global and local organization due to its history and governance structure.

Local leadership and clear communication are essential for inspiring staff to support the transition. The transition would not have been possible without confident and competent leadership. Both CARE Morocco's board and director put in extensive work applying for membership and inspiring the staff to go along with the transition. This included garnering input from across the team on the advantages and disadvantages of membership, and how to go about becoming financially independent. The corollary of this is that internal communications and the consultation of staff by local leadership is key to generating buy-in.

While CARE France offered key support during the application process, the process of transition was a locally led effort. CARE International's support to candidates in terms of finance (through the "donor access protocol"), branding use, and greater access to the confederation's technical expertise, had important value for the transition. CARE France supported CARE Morocco in its application, and will continue to offer support through a collaborative and operational partnership.

Even so, it was CARE Morocco that drove the transition, conducting an internal strategy to garner input on the advantages and disadvantages of affiliate membership from staff and the steps involved in the process. Regular communication was prioritized to ensure buy-in. CARE Morocco developed its business case and financial strategy, and, through self-reflection and assessment, was able to put forward a strong case (that is would provide a voice for Morocco, North Africa, and the Global South) for why it should be a member of the confederation.

The locally led development movement has the potential to "localize the global," ensuring global structures and processes take into account local priorities. How willing INGOs and donors are to accommodate the localization of the international space, even at the expense of their own maneuverability, will go a long way in determining how the movement is embraced overall.

ENDNOTES

1. See World Bank, “The World Bank in Morocco,” 2018. Available: <http://www.worldbank.org/en/country/morocco/overview>. For discussion of Morocco’s macroeconomic issues and their policy prescriptions see R. Fabiani, “Morocco’s Difficult Path to ECOWAS Membership”, Sada, March 28, 2018, Available: <http://carnegieendowment.org/sada/75926>
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5. Azeddine Akesbi, “Civil Society Index – Analytical Country Report for Morocco,” CIVICUS and Espace Associatif, 2011, p. 10.
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8. Independent Evaluation Group, “ICR Review – National Initiative For Human Development Support Project,” 2014, p. 6.
9. Specifically see Articles 12, 13, 29, and 139 of the Constitution for more detail.
10. The International Center for Not-For-Profit Law (ICNL), “Civic Freedom Monitor: Morocco.” www.icnl.org/research/monitor/morocco.html
11. Dörthe Engelcke, “Morocco’s Changing Civil Society,” Sada, 7 January 2016. <http://carnegieendowment.org/sada/?fa=62417>
12. The standard rate of VAT in Morocco is currently set at 20%.
13. Associations are defined in the Decree on the Right to Establish Associations as “... an agreement to achieve constant cooperation between two or more persons using their information or activities for a non-profit purpose.”
14. Azeddine Akesbi, “Civil Society Index – Analytical Country Report for Morocco,” CIVICUS and Espace Associatif, 2011, p. 40.
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21. Azeddine Akesbi, “Civil Society Index – Analytical Country Report for Morocco,” CIVICUS and Espace Associatif, 2011, p.9.

22. Academics went further in positing that to gain this status, an organization would have to demonstrate its adherence to the status quo, forsaking overt challenges to authority. Francesco Cavatorta and Emanuela Dalmaso, "Liberal Outcomes Through Undemocratic Means: The Reform of the Code de statut personnel in Morocco," *The Journal of North African Studies* (2009) 47(4):492.
23. CARE International Morocco, www.caremaroc.org/
24. As part of the CARE International Code, such applications needed to be sponsored by an existing Care International member, who will actor as a mentor. CARE International, "The CARE International Code," 2018, p. 16.
25. CARE International, "The CARE International Code," 2018, p. 14.
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