



**POST PROJECT EVALUATION
FOR THE
UNITED NATIONS DEMOCRACY FUND**

**UNDEF Funded Project / UDF-13-556-MOR
Octets sans frontières (OSF) : Pour la défense, la protection et la promotion
de l'espace numérique au Maroc**

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The views expressed in this report are those of the evaluator. They do not represent those of UNDEF or any of the institutions referred to in the report.

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I. OVERALL ASSESSMENT

Introduction

The project proposed by Moroccan Association for Human rights (AMDH): “Bytes without borders: for the defence, protection and promotion of the digital space in Morocco”, which is funded by the United Nations Democracy Fund (UNDEF) with a total grant amount of US\$ 225,000, aimed to enhance the role of new means of communication for citizen engagement in Morocco, with the following outcome/results:

- The role of CSO’s in the development of a legal framework for the protection of the digital space is enhanced
- The capacity of community media is strengthened
- Citizen mobilization for the protection of the digital space is improved

The achievement of the project objective and results will contribute to the development goal of the project which is to promote the establishment of a safe, secure, sustainable and supportive environment for the freedom of expression in Morocco.

Evaluation scope and objectives

This evaluation is intended to help UNDEF devise future projects. The evaluation covers the entire period of project implementation from 1 May 2015 to 30 September 2017. The evaluation process faced some limitations in view of the limited time available to conduct field work. The other limitation is related to difficulty faced when conducting a final assessment of the impact of the project. The evaluation will however attempt to capture some “early emerging impacts”.

Evaluation methodology

The evaluation assesses project performance through the analysis of the five commonly used OECD - Development Assistance Committee (DAC) evaluation criteria, namely, relevance, effectiveness, efficiency, sustainability and impact, in addition to UNDEF added value and UNDEF visibility. Key evaluation questions linked to the evaluation criteria are formulated and assessed on the basis of a number of indicators. For that purpose, an evaluation matrix was prepared while the intervention logic was refined through the formulation of additional indicators in accordance with the objectives of the project. The evaluation uses a mix of quantitative and qualitative data.

Key findings of the evaluation

The project is highly relevant to the needs of the citizens in general and civil society in particular in view of government restrictions on online freedom of expression and the absence of a regulatory framework in this regard: The project addressed the need to enhance the capacity of civil society organizations (CSO’s) and independent media, while it did not address in its interventions the vulnerable groups and the illiterates who do not have access to the internet. The project has introduced, with the support of NOVACT, the issue of social change as one of its major components, and which relevance to the objective of the project is not evident, though it was well appreciated by the stakeholders.

Effectiveness of the project in enhancing the role of CSO's in the development of a legal framework for the protection of the digital space: AMDH created in the beginning of project implementation a special council that represented most CSO networks in Morocco which were called the "Conseil d'antennes", and which role was to assist in launch of the project. A multi-stakeholder platform for the defence of digital rights was created to function as the core group for decision making related to project activities. An in-depth survey and a study on the main limitations to a favourable environment for online media and citizen journalism in Morocco was conducted with the support of NOVACT experts, and which was followed by consultation workshops in six cities. A document on the general guidelines for a Moroccan law on the digital space was then prepared. The "draft law" consists more of declaration of principles on human rights and freedom of expression than a detailed law. An advocacy strategy for the adoption of a draft law on digital space was prepared by the project. Given the political context, AMDH should not confine its advocacy to dialogue with relevant public institutions and Parliament but build partnership with one of the government agencies and ensure such agency has also ownership of the proposal.

Effectiveness of the project in strengthening the capacity of community media: Strengthening the capacity of community media was implemented through the development of the capacities of qualified trainers (14 trainers) to enable their ability to conduct training for members of civil society at the regional level. There is, however, some doubt about the capacity of trainers to conduct training on their own. The regional courses which were attended by 200 members of civil society assisted the participants in the discussion of key elements which contribute to the effective organization of a social movement. A system of quick responses to the violations of digital rights at the national level was created. The system aims to record the human rights violations related to the freedom of digital space such as detention of bloggers, legal actions against online community media, etc.

Effectiveness of the project in improving citizen mobilization for the protection of the digital space: The project did not devise interventions for vulnerable groups to achieve the indicator related to increase the "percentage of the Moroccan population which uses Moroccan electronic media". As to citizen journalism, the project did little work in this area. The project succeeded in mobilizing CSO's in preparing 18 micro-projects related to awareness campaigns on online freedom of expression. Though only five micro-projects received funding, they can be considered as one of the most important achievements by AMDH.

Project efficiency: The project was extended by five months, since some delays occurred, and which were out of AMDH's control. AMDH added to the revised project document activities that were not planned in the original project design. The project was continuously monitored by AMDH. In addition, the flexibility of UNDEF in the general management of the fund and in facilitating the three requested budget revisions.

Project impact: There is no doubt that the project succeeded in creating a more favourable environment among some relevant public institutions and Parliamentarians for freedom of expression according to international human rights standards. The impact remains limited unless the government adopts the law on online freedom of expression.

Project sustainability: There is doubt that the structures created by the project can be sustained. The multi-stakeholder platform ceased its activities after the end of the project. Sustainability of the project is however reflected in the continuation by AMDH and some CSO's of the awareness campaigns.

UNDEF added value: AMDH considers it is sharing common issues with UNDEF, that of the promotion of democracy and human rights. In contrast with other donors, the advantages of cooperating with UNDEF are its neutrality with no economic interests as well as UNDEF flexibility in the management of the project funding.

Recommendations:

1. AMDH should build partnerships with public institutions to ensure ownership by these institutions in the formulation and adoption of a law on online freedom of expression.
2. AMDH to support awareness programmes for students in schools on the use of the internet without fear while respecting the norms and avoiding abuse
3. AMDH to consider the introduction of modules on online freedom of expression among students of law as well as among practitioners' lawyers and judges
4. AMDH to enhance the awareness campaigns on freedom of expression through webinars and the use of social media that can reach large number of people
5. Online freedom of expression concerns also vulnerable groups such as the illiterates as well as those literates who do not have access to the internet. This would require special programmes that facilitate such access and assist illiterates in expressing and transmitting their messages through different means than the internet
6. The web platform on violations of online freedom of expression is to be marketed at wide scale to facilitate its access to large number of citizens
7. Social change is to be addressed in a separate project
8. Enhance partnership with Moroccan associations in the diaspora

II. PROJECT CONTEXT AND STRATEGY

The government of Morocco introduced a number of reforms following the Arab Spring in 2011. In 2013, the government prepared a draft proposal that would regulate the digital space, but it was rejected by civil society which calls for the promotion of online freedom of expression as per international human rights standards. Government restrictions on internet users and on freedom of expression in general intensified after 2014, as several bloggers and internet users were arrested. The absence of regulations on the use of internet has created a legal vacuum in Morocco

Internet access is limited to urban areas and to affluent groups in Moroccan society. The high illiteracy rate and absence of a digital culture constitutes a constraint for vulnerable members of the population in accessing the internet, thus preventing them to express their opinions through the powerful online communication tool.

The proposed project on online freedom of expression intended to overcome the major problems which are related to the lack of capacities of CSO's and independent media in the protection, defense and promotion of the role of the new means of communication for civic engagement in Morocco, as well as to the political and legal context which is barely favorable to on-line freedom of expression.

(i) Development context

UNDEF funded the Moroccan Association for Human rights (AMDH) with a total grant amount of US\$ 225,000 in order to manage and implement the project entitled: "Bytes without borders: for the defense, protection and promotion of the digital space in Morocco". AMDH was established in 1979. It has 100 branches in Morocco distributed among 10 regions. It has also four branches in Europe distributed among Paris, Lille (France), Brussels and Madrid. Its interventions are decentralized, as each branch intervenes according to the needs in the specific regions. The project implementation period was 24 months from 1st May 2015 to 30 April 2017 and was extended by five months with a new end date of 30 September 2017. The International Institute for Nonviolent Action – NOVACT was the main partner of the project.

(ii) Project objective and intervention rationale

The goal of the project was to promote the establishment of a secure, solid, sustainable and favorable environment for the freedom of expression in Morocco.

The objective of the project was to enhance the role of the new means of communication for citizen engagement in Morocco

The intended outcome/results were:

1. The role of CSO's in the development of a legal framework for the protection of the digital space is enhanced

2. The capacity of community media is strengthened
3. Citizen mobilization for the protection of the digital space is improved

In order to achieve the above results and objective, the project considered the civil society, the new social movements, the feminist movements and media representatives as the driving force for social change. The project focused on four main areas of interventions:

- Creation of structures of coordination and consultation among civil society actors involved in the promotion and protection of the digital space in Morocco
- Formulation of an advocacy strategy for the adoption of the draft law on the regulation of the digital space
- Creation of an alert and quick response system to the violation of digital rights
- Training of trainers in the area of social change and awareness campaigns and non-violent social transformation

III. EVALUATION METHODOLOGY

(i) Purpose and scope of the evaluation

This evaluation is intended to assist UNDEF with devising future projects. This evaluation is intended to assist UNDEFs project-short listing in future funding rounds by building on the experience, achievements and lessons learned from project implementation and propose recommendations for continued interventions. Moreover, it aims to:

- Undertake in-depth analysis of the implementation of the project
- Assess the level of progress made towards achieving the outcomes/results of the project
- Compare planned outputs of the project with actual outputs and assess the actual results to determine their contribution to the attainment of the project's overall objective and specific results/outcomes
- Capture lessons learned and best practices from the implementation of the project,
- Provide clear recommendations for future UNDEF interventions including follow-up phase of the project, based on identified lessons learned in key areas of project implementation

The evaluation covers the entire period of project implementation from 1 May 2015 to 30 September 2017. It includes the three regions covered by the project: The North area (Tanger/Tetouan), the urban axis Casablanca-Rabat-Sale and the South (Souss Massa Draa).

(ii) Limitations of the evaluation

Three types of limitation of the evaluation are to be taken into consideration:

Limited time to conduct the field work: the short duration of the field work (five working days) did not allow the consultant to travel to far-distant regions of the North and South of Morocco. Though some skype calls were conducted to remedy this constraint. The coverage of these two regions will not be as comprehensive as in the Rabat area.

Low-availability of several stakeholders during field-work: the low-availability of AMDH personnel responsible for administrative and financial aspects of the project in the month September led the consultant to undertake field work in the last week of August. In view of the summer the vacation period, the consultant was not able to meet some key stakeholders, particularly the relevant parliamentarian commissions. He was unable to meet the coordinator of the project, the lawyer who assisted AMDH in the drafting of the legislative proposal and the person in charge of communications.

Measurement of impact: some limitations on assessing impact are to be expected in this evaluation. It is difficult to measure impact at the completion, due to the short time frame of the project, since impact can be measured in the long-term and few years after the completion of project implementation. This evaluation will however assess the extent to which the results achieved by the project could contribute to the long-term goal (impact), will attempt to capture some “emerging impacts”, and identify the factors affecting the achievement of impact.

(iii) Evaluation criteria

The evaluation was conducted in accordance with the Norms and Standards for Evaluations developed by the United Nations Evaluation Group and the OECD criteria of evaluation. The evaluation assesses project performance through the analysis of the five commonly used OECD - Development Assistance Committee (DAC) evaluation criteria, namely, relevance, effectiveness, efficiency, sustainability and impact, in addition to UNDEF added value and UNDEF visibility.

(iv) Evaluation Questions

The consultant formulated a number of key evaluation questions linked to the evaluation criteria; the key questions will be assessed on the basis of a number of indicators. For that purpose, an evaluation matrix that includes key evaluation questions and indicators was prepared (Annex 1). The Consultant had to refine the intervention logic by formulated additional indicators in accordance with the objectives of the project.

(v) Data Collection and Analysis

The evaluation uses a mix of quantitative and qualitative data. In addition to the desk review, two major tools were used: key informant interviews and focus groups. They covered the three geographical areas: Casablanca-Rabat-Sale and both North and South Morocco.

Desk review: The consultant conducted a thorough desk review of existing primary and secondary sources, including project document, baseline information and quantitative indicators (Annex 2: List of documents).

Key informant interviews were carried out with the Moroccan Association for Human Rights (AMDH) management and staff and stakeholders representing the civil society and relevant government institutions. The full list of key informant interviews is presented in Annex 3. Semi-guided interview questionnaires (evaluation sub-questions) have been developed for the different types of stakeholders on the basis of the key evaluation questions, and related indicators (see Annex 4). The questionnaires are guidelines that would allow flexibility and slight changes when interviewing different stakeholders.

Focus groups were conducted with the following stakeholders though limited in number of attendants:

- Trainers who went through the Training of Trainers (TOT) workshop
- Trainees who participated at the regional training workshops and those who prepared micro-projects

The list of participants in the focus groups are presented in Annex 3.

A set of questions (guidelines) have been prepared for the focus groups. (see Annex 4).

IV. EVALUATION FINDINGS

(i) Relevance

The analysis of relevance will focus on the extent to which the design of the project and its objectives are relevant to the needs and priorities of the target groups, and whether the project approach and methodology is appropriate for achieving the objectives. It will assess whether the target beneficiaries perceived the project as relevant to their needs. Relevance will look particularly at the extent to which the theory of change clearly responds to the nature and scope of the problem, and whether sustainability of the results and analysis of risks and mitigation strategies were appropriately considered in the project design.

Key finding 1: The project document includes an analysis of problems faced in the promotion, protection and defense of online freedom of expression, though the cause-effect relationships among actual situations and constraints were not always evident.

The constraints for the online freedom of expression are well tackled in the project design. The major problems addressed by the project are related to the lack of capacities of CSO's and independent media in the protection, defence and promotion of the role of the new means of communication for civic engagement in Morocco, as well as to the political and legal context which is barely favourable to on-line freedom of expression. Though the Moroccan government started in 2013 a process of the formulation of a legislative proposal aiming to regulate the digital space, the first draft of the law was rejected by the stakeholders who are involved in the promotion of freedom of expression since the law was not in line with international standards.

It would have been appropriate should the project has set some benchmarking on the freedom of expression by providing a comparison with other countries in the region. The project could have also invited people from outside Morocco who could have shared their experience in online freedom of expression.

Though the project addresses the issue of the most vulnerable groups including the high illiteracy rate in Morocco as well as the fact that access to internet is limited to urban areas and the affluent groups of the society, it didn't devise interventions for the vulnerable groups to achieve the indicator related to increase in the "percentage of the Moroccan population which uses Moroccan electronic media". The relation between problems and results regarding this issue lacks therefore the required activities/interventions to ensure the theory of change has been well addressed. Some people can argue that the issue of vulnerability is outside the scope of the project since the focus is on the promotion and protection of online freedom of expression (for those who have obviously access to the internet). In this case, the risk is that the project is serving more the elites of the society.

The project has introduced the issue of social change as one of the major components. The relevance of this issue to the objective of the project is not evident. Though it is an extremely important theme, and well appreciated by the stakeholders as meeting the priority needs for political change in the country, it is not, however, well linked to the objective of the project on on-line freedom of expression and which is "to enhance the role of the new means of communication for citizen engagement in Morocco". The focus of the TOT and the workshops for 200 beneficiaries was more on the use of non-violent actions to trigger political changes in the country. Such a theme has diluted the main purpose of the project which is the promotion of on-line freedom of expression, through social change component contributes to the goal of the project which is "to promote the establishment of a secure, solid, sustainable and favourable environment for the freedom of expression in Morocco". The social change theme needs to be addressed in a different context or in a separate project.

It is worth mentioning that NOVACT (The International Institute for Nonviolent Action), through its Center for Social Innovation (NOVA) was the partner of AMDH in both the design of the project and in implementation of some activities. According to AMDH, it was NOVA's idea to introduce the component of training on social change in the project. NOVA's experts were involved in the training of trainers of CSO's' members on social change, the provision of technical support to the project and implementation of the study on the main limitations to a favourable environment for online media and citizen journalism in Morocco. The relevance of NOVA stems from the fact it shares with AMDH common issues on human rights and democracy.

Key finding 2: The results of the project are consistent with priority and needs of the target groups, as beneficiaries perceived the project as reflecting their priorities and meeting their needs.

The direct and indirect beneficiaries of the project are well identified in the project design. The direct beneficiaries which suffer from the absence of a legal framework on online freedom of expression include the CSO's particularly the 200 members of the multi-stakeholder platform, and journalists, political groups, lawyers and beneficiaries of the training on social change and non-violent actions. Particular attention is given to gender issues and the promotion of women rights and gender equality. The indirect beneficiaries are the Moroccan literate population (57% of the population), press bodies and the media.

The beneficiaries of the project consider the project as meeting their priority needs in view of the legal vacuum in Morocco on the issues addressed by the project; there is absence of laws that address on-line freedom of expression while the situation is characterized by the non-respect of the international standards on human rights and freedom of expression. The project came to work on the legal protection of people and activists. Youths and CSO's were not aware of the opportunities and the potential dangers of using the internet as well as their rights and obligations, while public institutions were not aware of the existence of international standards that govern the freedom of expression.

Key finding 3: The formulation document of the project contains an adequately developed logical framework though the formulation of new indicators was necessary to provide the adequate framework for this evaluation.

The indicators developed during the project design do not provide the means for a comprehensive assessment of achievements under expected results. All indicators are quantitative indicators (number and percentages) which do not allow for the assessment of the quality of interventions and results. They are focused more on awareness, number of beneficiaries and preparation of reports with little attention to evidenced and demonstrated capacity of the beneficiaries. The consultant had to review the indicators and formulate qualitative indicators that provided the framework for this evaluation, as it helped in assessing the extent to which the expected results were achieved (see Annex 1).

Key finding 4: Institutional arrangements for the long-term sustainability of the Project results are adequately described while the project documentation formulates assumptions regarding risks and mitigating measures though political risks were not identified.

The project describes well how the project will ensure sustainability when funding ends. The main components of the project that will help in its sustainability are: (1) the creation of a sustained structure, that of the multi-stakeholder platform; (2) the formulation of a draft law and the preparation of an advocacy strategy that would ensure the continuation of the mobilization and participation of all actors in the adoption of the law ; (3) the creation of a warning system on violations of online freedom of expression; (4) and the development of capacity of all actors (training of trainers and training of beneficiaries).

The project indicated a number of risks that may hinder the achievement of results, namely: (1) Weak capacity of the mobilization of the “Conseil d’antennes” to ensure a minimum participation of CSO’s’ members in the multi-stakeholder platform; (2) the weak capacity of the platform in the formulation of strategies and proposals and in taking a leadership role; (3) lack of awareness of the Moroccan government with regard to the purpose of the AMDH interventions; (4) lack of interest of the trainers in conducting workshop for beneficiaries; (5) low capacity of the driving groups in conducting social awareness campaigns; and (6) rejection of the draft law by the government.

The project did not, however, include the political risks caused by instability and government restrictions on the implementation of AMDH activities, and which may delay the achievement of results and their sustainability.

(ii) Effectiveness

The assessment of effectiveness looks at the extent to which the project outputs have been delivered as planned and progress made in the achievement of specific objectives. Focus will be on issues such as: whether the planned benefits have been delivered and received by the target groups and to the satisfaction of the beneficiaries. The effectiveness will look at the extent to which indicators related to the outcomes of the project were achieved. More particularly, effectiveness will look at:

- (1) the extent to which the project has enhanced the role of CSO’s in the development of a legal framework for the protection of the digital space
- (2) the extent to which the capacity of community media has been strengthened
- (3) the extent to which citizen mobilization for the protection of the digital space has improved

Effectiveness of the project in enhancing the role of CSO’s in the development of a legal framework for the protection of the digital space

Key finding 5: The project was effective in the creation of appropriate structures to facilitate the mobilization of many CSO’s networks and CSO’s involved in the promotion of human rights and democracy, as well as the mobilization of the media, lawyers, jurists, academicians and experts. The structures can be considered as appropriate mechanisms for the participation of all these stakeholders in project interventions and activities.

The project gave particular attention to the creation of structures of coordination and networks of the civil society to facilitate the implementation of project’s interventions. AMDH created at the beginning of project implementation a special council that represents relevant CSO’s networks in Morocco, and which was called the “Conseil d’antennes”. The Council consisted of 19 people representing 10 OSCs. The Council was briefed on the project and requested to provide its comments and inputs. The role of the Council was to assist in the launching of the project, provide its advice to AMDH, identify the potential members of the multi-stakeholder platform, mobilise the actors and ensure their commitment for the success of the project. The

Council was supposed to stop its activities after the establishment of the multi-stakeholder platform which will guide the project towards the achievement of the objectives. In practice, however, and in view of limited funds available to bring all members of the platform to meet in Rabat, the project called instead the Council in a number of national meetings.

A multi-stakeholder platform for the defence of digital rights was created, and which is a sort of a national network of the civil society consisting of 35 CSO's representing 200 members (37.6% women): 50 members in Rabat and 150 in the other regions – North and South. It is worth mentioning that among the 35 CSO's, the platform included 8 organizations that are part of a Human rights network comprising 22 Moroccan Organizations and called: "Collectif marocain des instances des droits humains". The platform was intended to be the core group for decision making related to the process of identification and formulation of a legislative proposal for the defence, promotion and protection of the digital space in Morocco, the identification and selection of participants of the capacity-building programme on social change as well as the participation in debates and workshops related to the promotion of digital rights and online freedom of expression.

A database on the members of the national network was created (Facebook, Excel database). Facebook was an excellent means for exchange of ideas and views regarding the general guidelines of the legislative proposal and for keeping contact between the members.

Key finding 6: The project was effective in the identification of the main limitations to a favourable environment for on-line media and citizen journalism and the preparation of a proposal on a legislative framework on online freedom of expression.

The current political context seems not to be favourable for the promotion of online freedom of expression, as discussed in the various consultations conducted in the framework of the project. Several actors of the civil society demand a progressive legislation that would secure freedom of expression on the internet, as the current legislations on the new press code and the draft digital code are insufficient. Morocco, in fact, is lagging behind in innovation related to freedom of expression on the internet.

An in-depth survey and a study on the main limitations to a favourable environment for online media and citizen journalism in Morocco were conducted with the support of NOVA experts. The study analyses the situation of the online media and online freedom of expression; the legal framework and the implications of the new press code on the freedom of expression; the identification of constraints on the operation of online media; the protection of journalists involved in online media; and other challenges including gender issues.

The findings of the study were validated by the members of the Council (Conseil d'antennes). The study was widely disseminated to CSO's, members of the multi-stakeholder platform, donors, international organizations, etc. The number of people who participated in the various activities exceeded the target of 200 set in the project and reached 250.

The implementation of the study, however, was not carried out according to the time frame set in the project design, the delay being caused by the inability of AMDH to transfer the funds to the organization in charge of the study (NOVA) in view of the foreign exchange restrictions in Morocco. The transfer was done directly from UNDEF. Instead of waiting for NOVA to conduct and complete the study which should come as a first output, AMDH started the discussions in the multi-stakeholder platform in two phases: the first consisted of a national meeting; and the second the organization of workshops to come out with the first vision of the legislative framework (for draft law proposal). Most of the issues developed by the study were already discussed in the platform before the completion of the study. The study came then to validate the results of the discussions.

Six consultation workshops were held in the following six cities: Sous Massa Draa, Chaouen, Alhoceima, Nador, Kenitra, Mohamadieh. A total of 106 people including 13.2% women (web journalists, lawyers, human rights activists, bloggers) participated in the discussions of the study. This was followed by a consultation in Rabat to discuss the recommendations of the regional consultations related to the draft memorandum on the protection of the digital space and the promotion of the citizen journalism in Morocco. The national workshop brought together 80 participants.

On the basis of the above findings, a document on the general guidelines for a Moroccan law on the promotion, defence and protection of the digital space was prepared. A workshop was held to discuss the legislative framework. A total of 141 participants representing several CSO's participated in the workshop.

It is worth mentioning that in 2013, the Ministry of Industry, Commerce, Investment and the Digital Economy submitted a draft law to regulate the digital space. The draft was rejected by all stakeholders and media involved in the promotion of freedom of expression in view of the fact that the draft law restricts freedom of expression and does not meet international standards. The government had to withdraw it following popular pressure. A new proposal is expected to be formulated by the government.

Key finding 7: The project was less effective in the formulation of a draft law on online freedom of expression while results achieved in the AMDH advocacy strategy was below expectations as AMDH didn't succeed in having a session in the Parliament to debate the draft proposal, though continuous efforts are being currently exerted in this regard.

A committee of lawyers and experts in online media reviewed the proposed legislative framework ("draft law") and ensured that the proposal is according to international standards on human rights.

The "draft law" consists more of declaration of principles on human rights and freedom of expression than a detailed law. It is more on rights than on the obligations of the internet users. Being called a draft law and submitted as is, it has caused some confusion among stakeholders,

particularly the relevant public agencies. AMDH should have clarified better in its advocacy efforts that the purpose of the proposal is to engage stakeholders into discussion while the draft law would need to be developed in consultation with relevant public agencies and in a consensus framework.

An advocacy strategy for the adoption of a draft law on digital space was prepared by the project, and a committee was established to follow-up on the strategy. Several consultations were held with various players including Parliamentary commissions and Parliamentary political groups, the National Council for Human Rights, the Ministry of Communication, the Ministry of Industry, Commerce, Investment and the Digital Economy, The National Telecommunications Regulatory Agency (ANRT)¹, The National Commission for the Control of Personal Data Protection (CNDP)², as well as political parties, NGOs and the media, with the purpose of advocating for the adoption of the law by the Parliament.

AMDH contacted all Parliament groups which seem not to be aware of international criteria in digital and human rights. The Parliamentary group which expressed more interest than others in the draft proposal was the Justice and Development party. More efforts are still needed to increase awareness of other groups in the Parliament on the draft law. Efforts have been exerted with members of the Senate. AMDH is currently in discussions with members of the Senate where it has more support than in the Chamber for the organization of a session to debate the proposal (one-day meeting) at the Senate to discuss the draft legislative proposal. An official request was made by AMDH. The proposed one-day meeting at the Parliament will bring together: Parliamentary groups, ANRT, CNDP, AMDH and experts.

Currently, members of the Senate are trying to get the approval of the Bureau (Secretariat) of the Senate to organize such a day by inviting also Parliamentary groups of the Chamber. Apparently, this is not a priority for the Parliament since there are large number of draft laws waiting to be discussed. In case, the Secretariat does not organize such a meeting, some Parliamentary groups can call for the meeting.

It is worth mentioning there are two ways to have a law adopted by the Parliament: (1) Draft laws proposed by the government to the Parliament, and which usually are adopted; (2) Draft laws proposed by the Parliamentary Commissions to the government and which, in most cases, are not taken into consideration. The authority/power in Morocco lies mainly in the hand of the Executive.

Given this political context, AMDH should not confine its advocacy to dialogue with relevant public institutions and Parliament but build partnership with one of the government agencies and ensure such agency has also ownership of the proposal. AMDH should engage with the most relevant and influential government agency which could be the Ministry of Industry,

¹ ANRT : Agence nationale de réglementation des télécommunications

² CNDP : La Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel

Commerce, Investment and the Digital Economy or the Ministry of Communication and ANRT. A road map is to be agreed upon between AMDH and the relevant government agency on all steps required to get the proposed legislative framework to become a draft law where not only the rights for freedom of expression are considered, but also the obligations of the civil society with regard the abuse that can occurred on the net.

Effectiveness of the project in strengthening the capacity of community media

Key finding 8: The project was quite effective in developing the capacity of trainers as well as the capacity of 200 beneficiaries in various regions of Morocco in non-violent social change, gender equality and digital security; the last two themes are in fact more related to the project's objective than the part on social change which is wider as a concept. There is, however, some doubt about the capacity of trainers to conduct training on their own without additional support (coaching)

The strengthening of the capacity of community media was carried out through the development of the capacity of qualified trainers to enable them to conduct training for members of the civil society at the regional level. A training of trainers (TOT) targeting 14 actors of the civil society involved in the promotion and defence of freedom of expression in digital space was conducted. The course assisted the participants in the discussion of key elements which contribute to the effective organization of a social movement and the translation of the popular demands and protests into proposals and democratic socio-political changes. Three criteria were considered in the selection of the participants: Geographical distribution, gender (ensuring 35% women participation) and representation of various CSO's. A methodology and training materials were prepared. The TOT consisted of capacity-building in non-violent social change. The TOT was followed by a one-day workshop to assist the trainers in adapting the methodology to the needs of regional actors.

A total of 200 beneficiaries' members of the civil society, journalists and lawyers were identified for the regional training. The platform and those who participated in the regional consultations helped in the identification of the participants. A total of six training courses (three days per course) was conducted in various regions. In these regional workshops, the component on social change was reduced to two days and two components which were not part of the TOT were added for the third day: on gender equality and digital security. The last two themes are in fact more related to the project's objective than the part on social change.

Though the participants learned very much from the TOT, there is some doubt about the capacity of trainers to conduct training on their own, as this can be evidenced by the low participation of the trainers in regional courses (only 7 trainers over 14 trained were involved in conducting the training of 200 people), though two trainers worked together in each of the course. Evidence shows also that most trainers had to skip some of the exercises that require highly skilled trainers. In fact, trainers involved in TOT course should at least be exposed to 2-3 training courses with proper coaching in order to become capable of running the course without

assistance. Unfortunately, the project didn't take this issue into consideration, probably because of shortage of funds.

Most of the participants of the regional training rated good to very good the course. The majority formulated the following recommendations: To generalise the training to cover as much as possible activists; allocate more time to aspects related to the digital security and open source software, and even to conduct a separate workshop on this aspect; to implement more TOT with the view to extend the awareness to larger number of people.

Key finding 9: The project has been effective in the creation of a system of quick response to the violation of digital rights, though more efforts are still needed to make this system (online platform) known by the large public.

A system of quick response to the violations of digital rights at the national level was created. The system aims to record the human rights violations related to the freedom of digital space such as detention of bloggers, legal actions against online community media, etc... The system consists of a hotline, email contact, web portal and a map of reported cases. A report on the alerts which were posted on the platform (web) was supposed to be prepared before end of the project. The report is now available as part of the AMDH annual report. The AMDH is supposed to manage the platform and will have the responsibility to prepare an annual report and mapping about the freedom of expression in Morocco. The various sections of AMDH are expected to support those who complain on the hotline, emails and on the platform.

A total of 35 violations were recorded since February 2017 until end September 2017. In 2018, five violations were recorded. The violations are recorded in an online platform. AMDH used these data in its advocacy efforts, press conference, communique for the press by AMDH central bureau which meets twice per month, sending letters to various relevant ministries (Justice, Human rights and others), reporting the violations in its annual report, informing the AMDH sections and the provision of legal support to those who have been affected by the violations.

AMDH is in the process of designing a new platform for the violations. It seems that the online platform is not well known among the CSO's and population in general. There is a need to conduct awareness campaigns on this issue.

Effectiveness of the project in improving citizen mobilization for the protection of the digital space

Key finding 10: Though the project didn't achieve significant progress in increasing the percentage of Moroccan in the use of the new means for communication, it was more effective in the mobilization of the civil society and its participation in the launching of awareness campaigns in the social media on online freedom of expression through the use of audio-visuals means, reaching thus thousands of people.

Though the project addresses the issue of the most vulnerable groups and the high illiteracy rate in Morocco as well as the fact that access to internet is limited to urban areas and the affluent groups of the society, it didn't devise interventions for the vulnerable groups to achieve the indicator related to increase in the "percentage of the Moroccan population which uses Moroccan electronic media". Furthermore, there were little interventions in the project to achieve one of the intended outputs related to the increase of the use of the new means of communication for civic engagement in Morocco. It was also difficult to estimate whether the project succeeded to reduce the percentage of Moroccan (33 %) who uses the internet just for entertainment purposes.

As to the citizen journalism, the project did little work in this area: the collection, dissemination, and analysis of news and information by the general public, especially by means of the Internet. Citizen journalism refers to the reporting of news events by members of the public using the Internet to spread the information. Citizen journalism is the basis of democracy that encourages citizens to actively participate in social processes.

The project was more effective in the improvement of citizen mobilization for the protection of the digital space which was through the implementation of awareness campaigns by selected members of CSO's who participated in the regional training. A total of 45 members, called the driving force groups (groupes moteurs), were identified among the 200 participants who participated in the regional training courses. Detailed information was provided during the regional training on the micro projects, their content and advantages. The regional training included more specifically the development of the capacity of these groups in the formulation of a strategy to conduct campaigns for change, focused on the promotion of online media.

AMDH launched a call for proposals which were opened to those who attended the regional training courses as well as to other CSO's. Thirty drive groups were formed (3-4 persons from the same association or a group of 2-3 associations) from both the participants of the regional training and from those CSO's which applied following an announcement from AMDH. Around 18 micro-projects were prepared but only 5 were selected in view of the lack of funding. The latter got a price of MAD 10,000 (equivalent to approximately US\$ 1,000 per project). The evaluation of the implementation of micro projects is expected to be conducted by AMDH.

The five micro-projects were focused on awareness campaigns on online freedom of expression through workshops, videos production and production of a play (theatre), as well as a documentary film on corruption practises in Morocco. Youths in particular were the target of these campaigns. All audio-visual production of these micro-projects were circulated in the social media (Facebook and twitter). The micro-projects can be considered as one of the most important achievement of AMDH project, in view of the fact that with very little funding, the project was able to reach thousands of people through the dissemination in the social media of audio-visuals on online freedom of expression.

(iii) Efficiency

The assessment of efficiency will look at the extent to which the various activities of the project transformed the available resources into the intended results, in terms of quantity, quality, and timeliness. It will look at the efficiency of project management and the extent to which there was regular monitoring of project activities and results, as a tool to improve efficiency.

Key finding 11: The project was smoothly implemented thanks to the decentralisation of management of the project and its flexibility and the continuous monitoring of project activities. Despite the fact that the project had to be extended five months in view of factors outside the control of AMDH, the latter was able to add activities not planned in the project design. The smooth implementation of the project is also due to UNDEF flexibility in responding without delay to the needs of AMDH for budget revisions.

The project was extended five months in view of the fact that some delay occurred, and which was out of control of AMDH. The delay is related to two factors. The first factor is related to the inability of AMDH to transfer the funds to NOVACT for the study on “the main limitations to a favourable environment for online media and citizen journalism in Morocco” in view of the foreign exchange policy restrictions in Morocco; the implementation of the study started only in the 5th quarter of the project while it should have been carried out as the first output. The second factor is related to the expulsion of the main NOVACT expert by the Moroccan authorities in June 2015, and who was in charge of technical support to the project; in addition, the director of NOVACT was expelled in January 2016 while the office was closed in June 2016.

AMDH management was able to overcome the problem related to the sickness of the project coordinator who run the project from July 2015 to December 2016. AMDH was able to overcome such constraint by recruiting without delay a new coordinator who run the project from January to October 2017, though the recruitment was not carried out through a proper selection procedure in view of shortage of time and the necessity not to affect the implementation of the project.

The delay didn't affect the implementation of the planned activities and efficient use of human and financial resources. AMDH added in the revised project document activities that were not planned in the project design: (1) the preparation of “A Practical guide for the improvement of skills of the civil society and independent medias in the area of online freedom of expression and the promotion of activism on the net; and (2) National workshop to discuss the guide with CSO's. Another activity was implemented but not added in the project document is related to the production of a document in December 2015 entitled: “Reference documents on online freedom of expression”. The document contains all laws in Morocco that are related to the online freedom of expression, in addition to texts produced at the international level concerning the freedom of expression.

The project was continuously monitored by AMDH Administrative and Financial Director, who reports to AMDH Director of Projects. It is worth mentioning that the project was smoothly

implemented in view of the decentralisation in the management of the project and its flexibility, and which was implemented by the different sections of AMDH in the country.

Added to that the flexibility of UNDEF in the general management of the fund and in facilitating the three requested budget revisions. However, budget revision may constitute a burden to UNDEF, particularly that such revisions are required even if the revision has to be carried out between activities instead of output. All planned financial resources were spent with the exception of a small amount of saving of around US\$ 3,000 which was made in view of the fact that a total of 120 participants attended the workshops instead of the planned 200 people.

(iv) Impact

Impact is measured by the extent to which the objective and results are contributing to the goal of the project, which is the “establishment of a secure, solid, sustainable and favourable environment for the freedom of expression in Morocco”. The assessment of impact has some limitations since impact can be measured in the long-term and few years after the completion of project implementation. Some “emerging impacts” can be, however, identified.

Key finding 12: CSO’s are becoming more vocal about freedom of expression while some CSO’s networks started to provide the population with the opportunity to express themselves on the net. The social change component of the project seems to have some impact on the use of non-violent actions by the population. The impact will be still limited without the adoption by the government of the law of the online freedom of expression.

There is no doubt that the project succeeded in creating a more favourable environment among some relevant public institutions and Parliamentarians about the freedom of expression according to international human rights standards, as CSO’s are being more vocal about freedom of expression. The impact is still limited unless the government adopts the law on online freedom of expression.

An example of the impact of the project is its influence on the work of other CSO’s networks such as the “Collectif pour le droit a la santé”. The Collectif is a health network of CSO’s that includes 37 associations in Morocco which main objective is to fight for the right to health. The network introduced recently a questionnaire in its website that gave the citizens the possibility to evaluate the hospitals on line and express their views. The questionnaire of evaluation includes comparison with WHO standards. Such an initiative is giving the opportunity to the large public, and for the first time, to express their opinions online, and which may result in improvement of health care in Morocco.

The other possible impact of the project is related to the boycott of three large companies in Morocco by the civil society, which can be considered more as an impact of the social change component of the project. Though the author of the boycott is unknown, the call for the boycott was largely circulated by the civil society in the social media. One of the trainers who participated in the TOT on social change indicated that the issue of the boycott as a non-violent

action was mentioned as an example in the TOT course. Other trainers and stakeholders we met believe that the project has indirectly led the participating CSO's in the project to circulate widely the call for the boycott as a means of social change.

The boycott campaign which started in April 2018 targeted Afriquia, a fuel stations, the French dairy firm Centrale Danone and the Sidi Ali water brand. The boycott call has thus targeted the three firms as symbols of an economy dominated by large groups linked to a business and political elite, or foreign brands. A survey by the Moroccan magazine "L'Economiste" showed that 42 per cent of consumers supported the boycott. Among those who backed the campaign, milk was targeted by 95 percent, mineral water by 78 percent and Afriquia by 52 percent. The CEO of Danone visited Morocco to look at this issue. In view of the reduced demand for dairy products, Danone decided to reduce by 30 percent the amount of milk it collects from the 120,000 farmers who supply it, while it lowered the retail price of milk by one dirham a litre during the month of Ramadan³. It should be noted, however, that the boycott had adverse effects on the workers who many lost their jobs.

(v) Sustainability

Sustainability is concerned with the extent to which the benefits of the project are likely to continue after funding is withdrawn. Sustainability assessment will look at the areas of the project that are likely to be sustained and those that still need future support. More specifically, it will look at the extent to which the structures (multi-stakeholder platform and other CSO's networks) created by the project are likely to continue their operation, and whether AMDH is likely to continue its advocacy efforts for the adoption of the draft law.

Key finding 13: The assessment of sustainability indicates that the structures created by the project would be difficult to sustain in view of the lack of human and financial resources of AMDH, unless they can be replaced by a sort of a committee representing the members of the multi-stakeholder platform and by a thorough online system that would allow close contacts and interaction between members. Some signs of sustainability are reflected in the continuation of awareness campaigns and workshops on online freedom of expression as well as on the development of the online system on violations of digital rights.

There is doubt that the structures created by the project can be sustained. The multi-stakeholder platform ceased its activities after the end of the project, in view of the lack of human and financial resources to bring members to meetings, though there are several issues that require follow-up by AMDH, such as the advocacy efforts for the adoption of a law on online freedom of expression. Other means, such as Facebook, are used, however, by AMDH to keep contact with the members. AMDH would need to form a permanent committee that would represent the platform, like the one established at the start of the project ("Conseil d'antennes").

³ <https://www.reuters.com/article/morocco-protests/morocco-consumer-boycott-has-big-business-in-its-sights-idUSL5N1SP35Z>

Sustainability of the project is reflected in the continuation by AMDH and some CSO's of the awareness campaigns at the regional level. AMDH was able to conduct after the end of the project four workshops on social change and digital rights in various regions of Morocco. The challenge is for AMDH to continue sustaining the organization of such workshops and the launching of awareness campaigns of freedom of expression. The main constraint faced by AMDH, however, is to continue the monitoring of the campaigns conducted by CSO's in view of lack of human resources. The lack of funding is another constraint for AMDH to continue its support to CSO's for the launching of online awareness campaigns.

The online platform on quick response to the violations of digital rights is still operational. Its sustainability would depend to a large extent on the development of the platform and the launching of awareness campaigns to market the platform among the large public. AMDH indicated they are currently working on this issue.

(vi) UNDEF added value

UNDEF added value is measured by the extent to which the project activities, results, and objectives reflect advantages for UNDEF interventions, and the extent to which UNDEF has been able to strengthen its leadership role among donors thanks to the AMDH project.

AMDH considers it is sharing common issues with UNDEF, that of the promotion of democracy and human rights. Though there are other donors that promote human rights, the advantage of cooperating with UNDEF is its neutrality with no economic and political interests. Donors such as the European Union which is heavily funding Morocco in economic development may have to accommodate the authorities and compromise because of their vested interests. The UN in general is respected by the authorities. AMDH feels itself more protected by cooperating with UNDEF.

The UN has an international reputation in defending human rights. In addition, AMDH considers that, in contrast with other donors, UNDEF is flexible in the management of the funding of the project: little bureaucracy and continuous consultation with AMDH for any issue that needs to be solved. AMDH feels more ownership when cooperating with UNDEF.

Evidence shows that UNDEF support to AMDH project appears in all printed materials distributed to CSO's, media and public institutions. UNDEF visibility appears also in all events organized by AMDH and which are related to the project. All stakeholders we met were aware of UNDEF support.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The intended results of the project are highly relevant to the priority and needs of the target groups, and which are reflected in the promotion, protection and defense of online freedom of expression.

2. The formulation document of the project contains an adequately developed logical framework though the cause-effect relationships among actual situations and constraints were not always evident, particularly with regard to the relation between the component of social change and the objective of the project.
3. The project was effective in the creation of appropriate structures for the participation of all stakeholders in project interventions and activities. The project was able to mobilize a large variety of stakeholders: CSO networks, CSO's, media, lawyers, jurists, academicians and experts.
4. The project was effective in the identification of the main limitations to a favourable environment for on-line media and citizen journalism and the preparation of a proposal on a legislative framework on online freedom of expression supported. The advocacy efforts, however, may not achieve the intended results if they are confined to dialogue with public institutions without building the appropriate partnership and ensuring ownership by the relevant public institution.
5. The project was quite effective in developing the capacity of trainers as well as the capacity of 200 beneficiaries in various regions of Morocco in non-violent social change, gender equality and digital security. There is, however, some doubt about the capacity of trainers to conduct training on their own without additional support.
6. The project has been effective in the creation of a system of quick response to the violation of digital rights, though more efforts are still needed to make this system (online platform) known by the large public.
7. The project was effective in launching micro-projects on awareness campaigns related to online freedom of expression and which can reach large number of citizens
8. The project was smoothly implemented thanks to the decentralisation of management of the project and its flexibility and the continuous monitoring of project activities. The smooth implementation of the project is also due to UNDEF flexibility in responding without delay to the needs of AMDH for budget revisions.
9. CSO's are becoming more vocal about freedom of expression while some CSO's networks started to provide the population with the opportunity to express themselves on the net. The social change component of the project seems to have some impact on the use of non-violent actions by the population. The impact will be still limited without the adoption by the government of the draft law on online freedom of expression.
10. The assessment of sustainability indicates that the structures created by the project would be difficult to sustain in view of the lack of human and financial resources of AMDH, unless they can be replaced by a sort of a committee representing the members of the multi-stakeholder

platform and by a thorough online system that would allow close contacts and interaction between members. Some signs of sustainability are reflected in the continuation of awareness campaigns and workshops on online freedom of expression.

11. The added value of UNDEF is reflected in the common issues it shares with AMDH on the promotion of democracy and human rights. Though there are other donors promoting human rights, the advantage of cooperating with UNDEF is its neutrality with no economic and political interests.

Recommendations

1. AMDH should build partnership with public institutions to ensure their ownership in the formulation and adoption of a law on online freedom of expression

There is a need to understand well the political context when advocating for change in regulations related to online freedom of expression. In Morocco, it is rare for the civil society to succeed in advocating for a new regulation through the Parliament. It is also rare for the Parliament to submit proposals for the government. Most of the draft laws are submitted by the government to the Parliament with the approval of the high authority in Morocco.

AMDH should have clarified better in its advocacy efforts that the purpose of the proposal is to engage stakeholders into discussion while the draft law would need to be developed in consultation with relevant public agencies and in a consensus framework.

AMDH should not confine its advocacy to dialogue with relevant public institutions and Parliament but build partnership with one of the government agencies and ensure such agency will have also ownership of the proposal. AMDH should engage with the most relevant and influential government agency which could be the Ministry of Industry, Commerce, Investment and the Digital Economy or the Ministry of Communication and ANRT. A road map is to be agreed upon between AMDH and the relevant government agency on all steps required to get the proposed legislative framework to become a draft law where not only the rights for freedom of expression are considered, but also the obligations of the civil society with regard the abuse that can occurred on the net.

AMDH should also consider involving also universities, syndicates and youths in the discussion of the draft law. There is a need to enhance communication with the youths who are main users of the internet since they constitute an important pressure group that may influence the government.

2. AMDH to support awareness programme for students in schools on the use of the internet without fear while respecting the norms and avoiding abuse

Students are not quite aware of the opportunities and the potential dangers of using the internet as well as their rights and obligations. The issue is not just the freedom of expression in the net,

but also the obligations of youth to avoid abuse and respect the norms. It is of importance that AMDH designs programs to enhance awareness of students in the use of the internet and involves in the next phase of interventions (or possible project) the participation of educational institutions, as project's stakeholder, since a high percentage of internet users is less than 18 years old.

3. AMDH to consider the introduction of modules on online freedom of expression among students of law as well as among practitioners' lawyers and judges

AMDH should partner with the universities to introduce in the curriculum for students in law modules on online freedom of expression or conduct such training for students outside the university. Training of lawyers and judges on the on-line freedom of expression is also of equal importance.

4. AMDH to enhance the awareness campaigns on freedom of expression through webinars and the use of social media that can reach large number of people and which are more effective and much less costly than the class training approach

The project should build on its strengths which are reflected in the large participation of several CSO networks and associations in addition to lawyers and journalists in the project. Through these networks and associations, AMDH can devise programs to reach thousands, if not hundreds of thousands, of beneficiaries through launching awareness campaigns on the net and which are less costly and larger outreach than the class training approach. Distance learning (e-learning) and webinars are also an additional option.

The micro-projects can be considered as one of the most important achievement of AMDH project, in view of the fact that with very little funding (US\$ 1,000 per project), the project was able to reach thousands of people through the dissemination in the social media of artistic production (theatre, videos, spots, etc...) on online freedom of expression. The promotion of micro-projects and the follow-up/monitoring of their implementation by AMDH should be given high importance in future interventions.

5. Online freedom of expression concerns also vulnerable groups such as the illiterates as well as those literates who do not have access to the internet. This would require special programmes that facilitate such access and assist illiterates in expressing and transmitting their messages through different means than the internet.

The Project has not well tackled the vulnerable groups and how it can benefit the third of the population that is illiterate who does not have, in addition to the poor of the literates, access to the internet. According to the National Agency for the Fight Against Illiteracy (ANLCA), approximately 10 million adult Moroccans were still illiterate in 2015 (a third of the kingdom's entire population). Since the objective of the project was to enable citizen participation in online freedom of expression, there is a need to reach vulnerable people in rural areas who do not have

the means to pay for internet cost (cost of internet per day is often higher than the per day income). These people cannot be reached on-line, or they are unable to express themselves online. There is therefore a need to enhance awareness of these people on how to use the information and transmit it through phone to relevant associations, thus promoting freedom of expression. There is also a need to advocate on how the cost of the internet can be reduced to make it accessible to all. If the internet can become accessible to the vulnerable and illiterates, the use of audio-visuals become an option to involve them in awareness campaigns.

6. The web platform on violations of online freedom of expression is to be marketed at wide scale to facilitate its access to large number of citizens while analysing the violations and translating them into proposals at the policy level

The web platform on violations related to online freedom of expression is not well known by the citizens. Though AMDH is intending to design a new platform to be more accessible, there is a need to launch awareness campaigns through the social media on the existence of such a platform. While AMDH is reporting all violations in its annual reports and through communications to the press and to relevant government bodies, a more systematic approach is to be used, that of analysing all the violations and translate them into proposals at the policy level.

7. Social change is to be addressed in a separate project

The focus of the TOT and the workshops for 200 beneficiaries was more on the use of non-violent actions to trigger political changes in the country. In view of the importance of the interventions on social change and its impact, it will be important to have a separate project that deals with this issue.

8. Enhance partnership with Moroccan associations in the diaspora

Morocco has a sizeable diaspora living abroad, mostly in Europe, and which is estimated to be in the range of 4-5 million. There also several associations representing the diaspora, and which can play a significant role in the promotion of freedom of expression in Morocco. The establishment of links between the civil society in Morocco with Moroccan associations active in foreign countries would be of great help to the advancement of democracy in Morocco. Moroccan associations abroad have more freedom in the expression of their views and can contribute through the social media to the promotion of freedom of expression in Morocco.

V. LESSONS LEARNED

1. The engagement by the project of all relevant stakeholders consisting of CSOs and civil society networks and representing all regions in Morocco has been crucial in the mobilisation of the civil society in the discussion of the limitations on online freedom of expression and in the formulation of the related legislative framework.

2. In view of the political context in Morocco, ownership by relevant government agencies of the process of formulation, consultation and adoption of a draft law on online freedom of expression is a pre-requisite for the success of the advocacy efforts of AMDH.
3. The motivation and enthusiasm of youths for social change and which was evidenced in their participation in the various activities of the project can be considered as an opportunity for AMDH to devise special programmes on increasing awareness of youths in the use of social media, particularly that youths are the main driving force for social change.
4. The creation of structures and mechanisms of coordination and networks of the civil society has been a major factor in facilitating the implementation of the project's activities and in expanding its outreach to all regions of Morocco.
5. Capacity-building is a long process that needs to include regular coaching of the trainees and monitoring of their performance without which it would be difficult to achieve sustainability of the results of the training.
6. The use of audio-visuals in the social media on enhancing awareness on online freedom of expression has proved to reach large number of people than the class-format approach.
7. The promotion of online freedom of expression and the use of the new means of communication for civic engagement in Morocco cannot achieve its intended results without devising innovative interventions that will enable the vulnerable population and illiterates, who constitute a significant percentage of the Moroccan population, to express their views through other means than the internet.

Annex 1: Evaluation Questions

DAC criterion	Evaluation Question	Related sub-questions	Indicator	Data Source	Data Collection Method
RELEVANCE	To what extent did the project' design properly address the major issues/problems identified in connection with the expected results (Presence of credible theory of change in the project document/ design)?	Were the objectives of the project in line with the needs and priorities for online freedom of expression, given the context?	<p>The results of the project are consistent with priority and needs of the target groups</p> <p>Perception of beneficiaries as to whether the project reflects their priorities and meets their needs</p>	<p>Project document</p> <p>Beneficiaries of the project</p>	<p>Desk review</p> <p>Key informant interviews and focus groups</p>
		Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?	<p>The project problems' analysis identifies the problems and realistic cause-effect relationships among actual situations and constraints</p> <p>The formulation document of the project contains an adequately developed logical framework and provides an adequate framework for monitoring and evaluation</p>	<p>Project document</p> <p>Project document</p>	<p>Desk review</p> <p>Desk review</p>
		Were risks appropriately identified by the project? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?	<p>Institutional arrangements for the long-term sustainability of the Project results are adequately described</p> <p>The project documentation formulates assumptions regarding political risks and includes risk mitigating measures/strategies</p>	<p>Project document</p> <p>Project document</p>	<p>Desk review</p> <p>Desk review</p>

EFFECTIVENESS	To what extent has the project been effective in enhancing the role of CSO's in the development of a legal framework for the protection of the digital space?	To what extent the CSO's, journalists and lawyers are prepared to advocate for a new legislation on the protection of the digital space?	Number of CSO's, journalists, human rights activists and lawyers who are aware of main limitations to a favorable environment for online media and citizen journalism in Morocco, including the limitations related to capacities, financial support and legal framework	AMDH, CSO's, journalists, lawyers	Desk review Key informant interview
		To what extent government representatives and relevant Parliamentarian commissions are willing to support a new legislation for the protection of the digital space?	Percent of local and national government representatives who are well informed about the guidelines of a proposal for putting in place a Moroccan law in the promotion, protection and defense of the digital space which is formulated by the civil society	Government representatives	Desk review Key informant interview
		To what extent the multi stakeholder platform played an effective role in the mobilization of the civil society towards the setting up of the proposed legal framework?	Extent of progress made in the achievement of advocacy efforts for the proposed new legislation Percent of women represented in the multi stakeholders' platform for the defense of digital rights Extent of contribution made the project by the multi-stakeholder platform and other networks of civil society	Multi – stakeholder platform AMDH, CSO's, journalists, lawyers	Desk review Key informant interview

	To what extent has the project been effective in strengthening the capacity of community media?	To what extent the regional training of 200 beneficiaries benefitted them in the fields of social change and non-violent social transformation?	Number of trainers who participated as trainers in the 15-day course in the fields of social change and awareness campaigns and non-violent social transformation	AMDH Trainers	Desk review Focus group
			Extent of benefits and satisfaction expressed by the beneficiaries from the regional training on social change	Beneficiaries (Trainers)	Focus group
			Percent of increase of press bodies which provide an alternative content in their on-line versions to those traditionally published	AMDH Journalists	Desk review Interview
		To what extent the alerts and response system to the violations of digital rights was effective in meeting the needs of beneficiaries?	Number of alerts on the violations of digital rights in Morocco (disseminated among main international CSO's)	AMDH	Desk review Interview
		To what extent the alerts on violations was used by AMDH to advocate for change at the policy level?	Extent of use of the alerts on violations by AMDH at the policy level	AMDH	Interview

	To what extent has the project been effective in enhancing citizen mobilization for the protection of the digital space?	To what extent the capacity of the driving force groups was enhanced in the design of campaigns for the protection of digital space?	Percent of Moroccan population which uses Moroccan electronic media	Official statistics AMDH	Desk review Interview
		To what extent the project achieved its objective with regard the preparation of social awareness campaigns by the driving force groups?	Number of social awareness campaigns that are covered in the Moroccan media Extent of benefits gained by the driving force groups in the design of campaigns for social change	AMDH Trainees	Focus group

EFFICIENCY	To what extent the outputs of the project were produced efficiently with respect to cost and timeliness?	Was there a reasonable relationship between project inputs and project outputs?	Costs of inputs relative to results achieved	AMDH	Desk review Interview
		Did institutional arrangement promote cost-effectiveness and accountability?	Optimal use of human and financial resources		
		Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?	Variances between planned and actual expenditures		

IMPACT	To what extent the project contributed to the establishment of a secure, solid, sustainable and favorable environment for the freedom of expression in Morocco?	Have the targeted beneficiaries experienced tangible impacts? Which were positive; which were negative?	Extent of observations made by the target beneficiaries on the improved environment for freedom of expression	AMDH Beneficiaries	Desk review Interviews
		What factors are affecting positively or negatively the achievement of impact in terms of freedom of expression in Morocco?			
		To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on freedom of expression in Morocco?			

SUSTAINABILITY		To what extent the structures and systems established by the project are likely to be sustained within the context of the country?	Degree of institutional sustainability of the structures created by the project	AMDH CSO's, Platform and networks	Interview
	To what extent the project has been able to create sustainable structures and mechanisms to ensure the sustainability of results?	Are the involved parties willing and able to continue the project activities on their own, particularly the continued implementation of the advocacy strategy towards the adoption of the draft law?	Extent of lessons learned drawn by the project management and their relevance	AMDH	
	To what extent have the project management drawn lessons for future interventions that would ensure the sustainability of results?	What are the steps taken by the Project management towards sustainability of results and towards maximizing the benefits of the project, including mitigation strategy towards possible risks that may jeopardize sustainability of results?	Degree of willingness of the relevant stakeholders to continue project activities	AMDH CSO's, Platform and networks	

UNDEF ADDED VALUE	To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results and strengthened its leadership role among the donors' community?	What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders?	Extent of awareness of, and positive feed-back received on the unique support of UNDEF among direct indirect and beneficiaries and other stakeholders	Beneficiaries Stakeholders	Interview
		To what extent UNDEF project was unique in the mobilization of the civil society in the promotion of and defense of digital rights?	UNDEF is recognized as strategic partner by stakeholders Increased participation of the civil society in the promotion and defense of digital rights thanks to UNDEF project	Stakeholders AMDH CSO's	Focus groups Desk review of publications
	To what extent UNDEF visibility is reflected in all project's activities and interventions	To what extent UNDEF's visibility is reflected in all printed materials related to the project as well as in the media, workshops and other events?	Publications and press releases produced Media coverage and feed-back on publications and press releases	AMDH Journalists	Observations

Annex 2: Documents reviewed

- Mid-term and final report
- Study on the main limitations to a favorable environment for on-line media and citizen journalism
- Advocacy strategy (information note: Advocacy for a law that guarantees freedom of expression on the internet)
- The draft law
- Information note: Training on social transformation and non-violence
- Information note on the workshop: Training of trainers on citizen organization and mobilization
- Note on Call for small projects on awareness-raising campaigns and social mobilization in the field of digital rights
- Document on five selected micro-projects
- UNDEF, Evaluation Information Note
- Rapport préliminaire concernant le lancement du réseau national pour la protection de la liberté d'expression en ligne au Maroc, Rabat, 14 Décembre 2015
- NOVACT, Manuel pour les formations sur la non-violence et la transformation sociale
- NOVACT, Non-violence et la transformation sociale (Power point)
- Requests for budget revisions

Annex 3: Schedule of Interviews

Meetings	Name	Organizations	Position
27/08/2018			
AMDH management	Ahmed Elhajj	AMDH	President
	Larbi Bouhamidi	AMDH	In charge of projects
Project team AMDH	Issam Benkarroum	OSF/AMDH	Responsible administrative and finance
	Hassan Mahdfoud	AMDH	National Treasurer
Trainers	Rachid Tarik	Association marocaine du journalisme d'investigation (AMJI)	Member
	Youness Bensaid	CMODH	Activist
	Hmamouchi Abdellatif	Association de l'alternative culturelle	Responsible of Temara Section
28/08/2018			
Conseil d'antennes/ Platform	Rabia Bouzidi	Freedom Now	Member
	Aziz Elghali	Collectif du droit à la santé	Coordinator
	Mohammed Mouak	AMJI	President
Experts on the proposal of draft law	Khadija Riyadi		Activist Human Rights
	Mohammed Zanane		Academician
	Ibrahim Missouri		Lawyer
Skype call – Trainer in Nador	Abdelkader El Alamine		Trainer
Trainer - Rabat	Ytto Biyado		Trainer
29/08/2018			
Senate	Rajae Kessab	Parliamentarian	Confederation démocratique du travail (CDT)
Representatives Drive groups	Sara Laasri	UJDM	Representative
	Ali Rchagui	Association pour le développement de	President - Rabat Section

		l'enfance et de la jeunesse (ADEJ)	
	Ismail khartit	Association de l'alternative culturelle	Member - Kenitra office
CNDP	Lahoussine Aniss	CNDP	Secretary General
30/08/2018			
AMDH	Issam Benkarroum	OSF/AMDH	Responsible administrative and finance
31/08/2018			
ANRT & Digital Economy Department of the Ministry of Commerce	Abdelaziz Tib	ANRT	Head of regulation mission
	Younes Bencherki	ANRT	Senior Legal Adviser
AMDH	Youssef Raissouni	AMDH	Director Administrative and Finance Section
	Issam Benkarroum	OSF/AMDH	Responsible administrative and finance

Annex 4: Acronyms

ADEJ	Association pour le développement de l'enfance et de la jeunesse
AMDH	Association marocaine des droits humains (Moroccan Association for Human Rights)
AMJI	Association marocaine du journalisme d'investigation
ANRT	Agence nationale de réglementation des télécommunications (The National Telecommunications Regulatory Agency)
CNDP	La Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel (The National Commission for the Control of Personal Data Protection)
CSO's	Civil Society Organizations
DAC	Development Assistance Committee
NOVA	Center for Social Innovation
NOVACT	International Institute for Non-Violent Action
OECD	Organization for Economic Cooperation and Development
OSF	Octets sans frontières
TOT	Training of Trainers
UN	United Nations
UNDEF	United Nations Democracy Fund

Annex 5: Data Collection Questions

Semi-guided interview questionnaire: Key informants: AMDH, members of multi stakeholder platform, lawyers, other networks

RELEVANCE

- To what extent the project reflects needs and priorities for online freedom of expression?
- Is the project still relevant to your needs?
- Is there any other priority area you could have introduced in this project?
- Is there any other strategy you would have preferred to adopt to meet your needs and priorities?
- What would you like future projects to focus on?

EFFECTIVENESS

- To what extent was useful the report on the limitations to a favourable environment for online media and citizen journalism in Morocco?
- To what extent the report helped in the formulation of the guidelines of the proposal related to the legal framework for the promotion, protection and defence of the digital space, as well in the preparation of the draft law?
- What was your contribution to the development of the legal framework?
- What constraints are you facing in advocating for the adoption of the law by the parliament? And constraints faced with the relevant Government agencies (ANRT : Agence nationale de règlementation des télécommunications and CNDP : La Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel) ?
- Did you engage the relevant government agencies in the development of the law, and what consultations did you have with them during such a process?
- What steps are still needed to have the draft law adopted by the Parliament?
- What was the role of the multi stakeholder platform?
- Was the role of the platform effective in the mobilization of the civil society?
- Could you indicate the main results achieved by the platform?
- Was this structure necessary or other mechanism should have been put in place?
- To what extent the platform took into consideration the various views of the stakeholders?
- Were there any special efforts to involve more women in project activities?
- Could you give the reasons of the low participation of trainers (only 7 over 15 trained) in the implementation of regional training courses
- Did you perceive any positive results from the regional training? What are these results and how the knowledge gained was used by the participants?
- Is the number of alerts received on the violations of digital rights during the project reflects the situation/context? Or, people are not aware enough of the existence of such an alert system?
- What kind of response to the alerts did you make? Were the responses effective?
- How the alerts on violations are used to advocate for change at the policy level?
- Are you satisfied with the results of the capacity-building of the driving force groups?

- What was the quality of the proposals (micro-projects) prepared by the groups?
- To what extent the selected five micro-projects will have impact? Could you give examples

IMPACT

- Can you provide evidence on tangible impact of the project on improved freedom of expression in Morocco?
- What is still needed to establish a secure and solid environment that is favourable for the freedom of expression in Morocco?
- What factors are affecting positively or negatively the achievement of impact?

SUSTAINABILITY

- What steps will you be taking to ensure the continuous and effective operation of the platform and other CSO's networks?
- What are the constraints for such sustainability?
- What steps will you be taking in advocacy efforts for the adoption of the law by the Parliament?
- How will you continue to mobilize the civil society in such efforts?
- What lessons did you draw from experience in the implementation of the project, and which you will use in the continuation of project interventions (particularly advocacy, alerts system, etc.)?
- To what extent are the stakeholders willing to continue their participation in AMDH efforts towards the adoption of the law and freedom of expression in Morocco?

ADDED VALUE OF UNDEF

- Why did you address your request for funding to UNDEF and not to other funding agencies?
- Did you try to get funding for such an initiative from other donors?
- What advantages has UNDEF among other donors? What is UNDEF added value?
- Are there any other national or international organizations active in the same fields of the project?

Semi-guided interview questionnaire (Parliament, ANRT, CNDP, other relevant government agencies)

- Are you aware and well informed about the AMDH's proposal of a legal framework for the promotion, protection and defence of the digital space?
- To what extent you have been consulted, and not only informed, about the development of this proposal before its finalisation by AMDH?
- What comments you have on this proposal?
- What are the constraints for the adoption of the law by the parliament?
- What are the conditions for this proposal to be adopted?
- Do you agree with the approach used by AMDH in its advocacy efforts?
- Do you suggest a different approach for the promotion of digital rights?

Guidelines for Focus groups

Trainers who attended the TOT (active and not active)

- How have you been selected for the TOT? What criteria were used in the selection?
- To what extent did you benefit from the TOT? Were the topics relevant to your needs and to the process of social change in Morocco?
- Did you consider you have now enough capacity to conduct the required training?
- Are there any other topics that you would have liked to be introduced in the TOT? What are these topics?
- For those who didn't implement any regional training, give the reasons?
- For those who implement regional training, were you satisfied with the selection of the trainees?
- Did you consider that trainees get enough knowledge and capacity?
- What is still needed to develop their capacity?

Trainees who attended regional training (those who had their micro project selected and those who were not selected)

- How have you been selected for the training? What criteria were used in the selection?
- To what extent did you benefit from the training? Were the topics relevant to your needs and to the process of social change in Morocco?
- Did you consider you have now enough capacity to contribute to awareness campaigns for social change?
- What is still needed to develop your capacity?
- Are there any other topics that you would have liked to be introduced in the training? What are these topics?
- How will you use the knowledge and capacity you got in your field of work?
- To what extent the micro-projects will have an impact on social change in Morocco?
- What is your assessment of the trainers? To what extent they are qualified to conduct training?