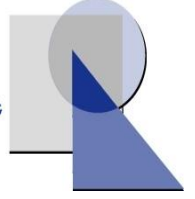




Search for **منظمة البحث**  
Common Ground **عن أرضية مشتركة**



## **Tetouan Situational Report**

**MITIGATING COMMUNAL CONFLICT BY ENGAGING YOUTH CONSTRUCTIVELY IN LOCAL  
DEMOCRATIC AND ECONOMIC DEVELOPMENT**  
*through the establishment of Youth Community and Mediation Centers in Casablanca and  
Tetouan*

**Cooperative Agreement No. 608-A-00-08-00011**

**March 2009**

## **Introduction and General Context**

In collaboration with the Moroccan local government, and with the support of the National Initiative for Human Development (INDH), Search for Common Ground (SFCG) in Morocco was awarded a grant of \$284,556 by the USAID to implement a 19-month project (January 2008 – July 2009). An additional grant was given in late September 2008 to roll out the project to Tetouan and increase the project budget to \$404,546. The Youth Community Mediation Centres project aims to mitigate community conflict by constructively engaging youth in local democratic and economic development processes, through the establishment of three Youth Community and Mediation Centers (YCMC) in Casablanca and one Youth Community and Mediation Center in Tetouan. To implement this project, Search for Common Ground has partnered with INDH as well as a number of local associations in Casablanca and Tetouan.

Besides, the preliminary meetings held by SFCG-M staff with different stakeholders in Tetouan to formally present the project, confirm local support and secure stakeholder buy-in, SFCG-M conducted a preliminary situational analysis to prepare the ground for the launch of the project. The preliminary meetings were held with local authorities (Wilaya, municipal council), and INDH. These meetings were conducted from a programmatic perspective and were done by the Project Manager, Country Director, and the USAID CTO for the YCMC project. These field visits took place during the second week of November 2008.

The situational analysis in Tétouan was conducted in November. The preliminary findings of the situational analysis were presented to the stakeholders in Tetouan on December 19, 2008, during the opening seminar. The seminar was an opportunity to present the objectives of the project and the work plan and the results of the situational analysis. Over 80 stakeholders attended the seminar, including a pool of local associations from Tetouan, representatives of governmental agencies in Tétouan (L'Entraide Nationale, L'Agence de Développement Social, L'Agence Nationale de Promotion de l'Emploi et des Compétences, La Délégation du Ministère de la Jeunesse and La Délégation du Ministère de l'Education Nationale). The CTO from USAID Morocco was also present at this seminar.

The SFCG-M facilitated seminar gained input and buy-in from the participants on such issues as the sustainability of the Youth Community Mediation Centres, the economic engagement of youth and the vision of the Youth Community Mediation Centres in Tetouan.

### **Scope and Objectives of the Study**

Social mediation in Morocco is a concept that is still in relative infancy. Search for Common Ground-M is spearheading the creation of several social mediation centers targeting youth and run by youth. Since the first pilot project of the MediAction initiative in Casablanca and Rabat in 2006, Search for Common Ground-M has continued to develop tools to make the concept more operational and implementable. Several organizations, be they governmental or non-governmental, are targeting youth and trying to involve them in grassroots social development initiatives. To further understand the context, a situational analysis study was designed. This assessment phase is an essential aspect of the YCMC project in Tetouan since it allows SFCG-M to probe into the opportunities, strengths and challenges that the context presents. It also helps prepare the ground for the upcoming activities and secure more stakeholder buy-in through the explanation of the objectives and purposes of the project.

The purpose of this research was to gather information about:

- The degree of participation of civil society and youth in the targeted communities in promoting and bringing about social cohesion through actions and activities of social mediation.
- The capacity of associations and youth to offer social mediation services to prevent and resolve communal conflicts.
- The needs assessment of the future partners and targeted communities, namely in terms of capacity building with respect to social mediation.
- The needs assessment of the youth and associations, in terms of promotion of youth employment in the targeted communities - to enhance youth employability, their capacity to liaise with relevant government to access job and training opportunities, and to encourage youth entrepreneurship.

The study was conducted over a period of two days in Tetouan during the first week of November 2008 by Seddik Ouboulahcen, the Design, Monitoring and Evaluation Specialist and Houcine Houssni, the local coordinator in Tetouan, both of SFCG-M. Ten local leaders

representing different organizations took part in the in-depth interviews. Additionally Thirteen youth representing several associations in Tetouan responded to an administered questionnaire.

The key findings of this situational analysis will inform both the indicator baseline and the programmatic orientation of the project. An indicator baseline will be conducted subsequently to the situational analysis for all project indicators. Both the baseline and the situational analysis will serve as a comparison point to monitor and track the indicators of success as well as be a key reference point against which to evaluate the success of the project.

### **Methodology**

To collect data for the YCMC analysis in Tetouan, SFCG used a combination of key informant interviews with local leaders representing local associations, local government agencies and questionnaires administered to youth from representative communities of Tetouan: Hay Ennaqata, Hay Jammaâ Mezoueq, Hay Kouilma, and Hay Moiklata. As already mentioned above, the respondents fall into two major categories: Local leaders and Youth. In what follows is a more detailed profile of the participants.

### **Sample size and description**

#### **Youth**

The youth's sample in Tetouan included 8 males and 5 females. The respondents' age ranged between 19 and 28, and they were mainly high school and university students. Youth were asked to complete a written questionnaire in order to provide their candid feedback on the presence of positive activities for youth in their community and to offer their self-assessment on issues such as their own positive contributions to their community. Written surveys were completed by thirteen youth.

#### **Local Leaders and NGO Partners**

The local leaders sample was formed of 10 respondents representing different stakeholders involved with youth activities in Tetouan. The respondents represented the following organizations:

- Association La colombe Blanche ( Three representatives participated in the survey)

- Association Choula Pour L'Education Et La Culture –Tetouan (One representative participated in the survey)
- Association Al Jil Jadid Pour Le Développement Humain (Three representatives participated in the survey)
- The Ministry of National Education (One representative participated in the survey)
- The Delegation of the Ministry of Youth and Sports (one representative participated in the survey)
- La Commune Urbaine de Tetouan (one elected official participated in the survey)

The key informant in-depth interviews were conducted at the local offices of the respondents. Ten respondents provided data as representatives of the category of local leaders. The choice of participants in this category was done on the basis of their potential contribution to the activities of the YCMC project and the possible synergies between the organizations they represent and social mediation center to be launched in the future in Tetouan. The respondents were also selected because they can provide ample information about the context of youth programming in Tetouan, the city in which they operate.

### **Description of the instruments used**

The data collection for this study was done over a two-day period, during which the in-depth interviews, questionnaires administration were organized. For the local leader's category, discussions were guided by a semi-directive interview protocol<sup>1</sup> that served as the basis for the key informant interviews. Each interview lasted approximately one hour and participants responded to the following main questions, among others:

- What are the organizations or activities in your area that allow youth to contribute positively in the promotion of social cohesion?
- After hearing about the MediAction project, do you think that the creation of social mediation centers targeting youth would have a positive impact on the targeted communities?
- In case of the creation of a social mediation center, would you resort to it to resolve disputes?
- How can your organization contribute to the promotion of the social mediation center?

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<sup>1</sup> Interview protocols are a type of survey tools. They provide the necessary structure and elements of an interview. They allow the interviewer to have control over the process and content of the interview.

- Are you going to encourage your colleagues, neighbors and partners to support the social mediation center?
- What are some of the areas of intervention that youth can perform in the framework of social mediation?
- How do you think the social mediation centers should be used to promote leadership in youth and help them contribute to social cohesion?
- What are the types of conflicts present in targeted communities that need to be addressed?

The youth questionnaires similarly focused on the following aspects:

- The activities and organizations that allow youth to contribute to social cohesion.
- The roles that youth play in their communities and immediate contexts to provide constructive solutions to problems youth face.
- The youth's support to the concept of social mediation centers run by youth.
- The previous experience of youth in conflict resolution and social mediation

### **Presentation of the findings**

In the following section, the results of the situational analysis study are presented. The findings for both categories targeted in the framework of this study (1 local leaders/partners and 2 youth) will be presented in separate sections.

#### **(1) Local leaders :**

Through the analysis of the responses of the local leaders in Tetouan, a general consensus was obtained over the pertinence and the importance of the initiative to create and launch social mediation centers. Overall, all local leaders interviewed demonstrated an interest and support for the creation of a social mediation center. Nonetheless, they emphasized the importance of taking into consideration the specificity of Tetouan and the northern region of Morocco.

#### **Activities and organizations that allow youth to promote social cohesiveness in Tetouan:**

Most local leaders interviewed deplored the fact that there are not enough organizations that provide a platform for youth to participate in the promotion of social cohesion and development in Tetouan. They stated that this absence is more intensified in disadvantaged

communities. The majority of respondents claim that despite the existence of a number of registered associations and grassroots NGOs in Tetouan that offer services and that target youth, the attention to the important role that youth can play to bring about social development and social cohesion in their communities is still limited. This state of affairs is attributed mainly to the nature of the NGO fabric in Tetouan which, according to the respondents, still needs more capacity building. It is also attributed to the prevailing mentality in the northern region which is mainly influenced by the phenomenon of smuggling. In fact, some of the respondents say that associations have a hard time addressing youth and involving them because these youth have developed a purely pragmatic mentality that is only concerned about financial rewards. The activity of smuggling allows youth and households in disadvantaged communities to have a comfortable daily income that does not require much work. Youth, according to the responses gathered, are hard to engage in social work because they don't perceive any monetary reward in these kinds of activities. Despite the perceived difficulty of engaging youth in social work, the respondents affirmed that with a proper incentive system and a strategy that is attuned to the needs of youth in Tetouan, the YCMC project can be successful.

Despite the several criticisms leveled to associations and NGOs in Tetouan, participants named a few associations that have a solid experience in engaging youth in Tetouan as organizations that somehow engage youth to promote social cohesion and development. These associations provide mainly coaching in IGAs (income generating activities), educational and cultural activities. Respondents stated that these associations do target youth with their activities; however, their intervention is not directed at expanding youth capacity as agents of social change to effectively bring about social development, cohesion and assistance to their communities in problem resolution.

Such institutions as schools and "Les Maisons Des Jeunes" (government institutions) were reported as trying to liaise and partner with NGOs and other stakeholders to engage youth more constructively in Tetouan. However, respondents stated that there are still several constraints that impede the efforts to make these institutions effective in engaging youth. This is mainly due to the detachment of communities from these institutions and the shaky trust they have in them especially that they don't have a clear strategy to reach out to youth and explain their mission and objectives. Very often, the Maisons des Jeunes are associated with

fun activities such as music, theatre and sports rather than real opportunities for youth to engage with their communities.

### **Support to the concept of social mediation centres**

As already mentioned, participants in the situational analysis demonstrated a keen interest in the concept of social mediation and the initiative of creating a social mediation centre. According to the responses gathered in the framework of this situational analysis, the creation of a social mediation centre is an urgent need especially in disadvantaged communities. In fact respondents say that:

“The creation of a social mediation centre will strengthen our intervention and efforts to resolve some of the problems of the disadvantaged communities in Tetouan. Its role is complementary to ours and there is great potential for complementarity of roles”. Association La Colombe Blanche.

“If this initiative targets disadvantaged communities that really need the services of the social mediation centre, then we cannot but support the creation of the social mediation centre”. Nouredine Zeroual, Association Choula Pour L’Education Et La Culture –Tetouan.

Moreover, respondents affirmed that the social mediation centre will not be successful unless it addresses immediate needs of the targeted communities. There are several social problems that affect the lives of people in disadvantaged communities and that create communal conflicts. For instance, illegal immigration, school abandonment, drug problems etc... According to respondents, the social mediation centre should help community members address conflicts arising from these social problems in a more constructive way.

“This new social mediation centre can have an important bearing on how communities will deal with some of the social problems they suffer from”. Ministry of National Education Representative.

Besides the aforementioned, respondents stressed the fact that SFCG-M will need to double efforts to gain the support of youth and communities in Tetouan. They emphasized the extreme importance of the development of an effective incentive system that will help motivate youth and communities to engage with social mediation centre.



When asked on their willingness to support the work of the social mediation centre and their willingness to encourage community members to resort to the centre to help resolve their disputes and problems, all respondents affirmed that they will do that role naturally because they perceive the importance of the social mediation centre. The representatives of the different organisations interviewed, offered a number of ways in which they can concretely back up and the support the work of the social mediation centre. The three associations participating in the situational analysis showed their enthusiasm to partner with SCFG at the local level to facilitate the launching of the centre. They affirmed that they have an existing platform already known to community members and that their network and relations with community can help facilitate the buy-in on the part of communities. The other forms of support included, helping SFCG recruit high potential youth mediators, and providing venues for outreach activities and potential social mediation cells to be hosted by local and grassroots NGO's.

Some respondents stressed the importance of sports and especially soccer in engaging male youth in Tetouan. They suggest that soccer is a very powerful tool for attracting male youth and that its relevance to encouraging youth to participate in the activities of the social mediation centre should not be overlooked.

### **Types of interventions intended for social mediation centres**

The situational analysis shows that local leaders in Tetouan believe that youth mediators can be very effective agents of social change if their capacity is built effectively in approaches to resolve and prevent social conflicts and disputes. Although, most respondents believed that youth mediators can play an important role, their responses were a little bit heterogeneous with respect to the possible roles that youth mediators can play and the possible interventions they can undertake. Two respondents suggested that in the beginning, youth mediators should do only awareness raising and outreach, since they need to establish a rapport with the community and gain their trust. These respondents believe that youth will need some time to develop the necessary self confidence to address important problems that affect the community and be able to have real value added.

The rest of respondents were less categorical in saying that youth mediators should not delve immediately into the dispute resolution business. However, they suggested that there should be a gradual development in the level of difficulty of the cases treated by the social mediation

centre. They suggest that youth should start by mediating peer disputes to gain more self confidence. In a later stage, they can mediate more complex cases that involve drugs, violence and community and family issues.

Finally, it is important to signal that all respondents emphasized the importance of coaching the intervention of youth mediators within the framework of a coherent social development program that addresses key issues that affect disadvantaged communities.

### **The economic engagement of youth:**

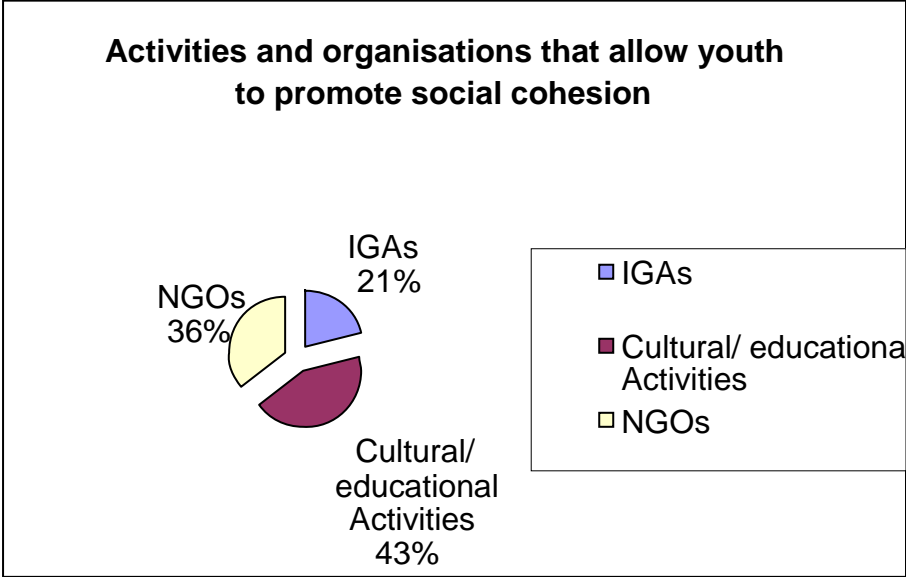
All local leaders interviewed welcomed the fact that this project involves an economic component. In fact, they affirmed that it is one of the aspects that can help this project succeed in a difficult city like Tetouan. As already mentioned, respondents stressed the importance of the development of an incentives system to motivate youth. The participants in the situational analysis believe that if the project provides concrete activities that promote the economic engagement of youth in disadvantaged communities, this can be an incentive for youth and community members to engage constructively with the social mediation centre.

Respondents interviewed suggest that it would be useful to liaise with local associations and community based organizations in Tetouan that work to promote IGAs (income generating activities) and build on their local experience to help create more self employment opportunities for youth in Tetouan. Respondents agreed unanimously that extended outreach with the community and youth about this component is the only way to get youth from disadvantaged communities out of the social exclusion and vulnerability from which they suffer. In fact, they suggest that most of the conflicts that involve youth have economic roots. For instance, youth who resort to drug dealing, theft or drop out of school do so because of the poor economic conditions in which they live.

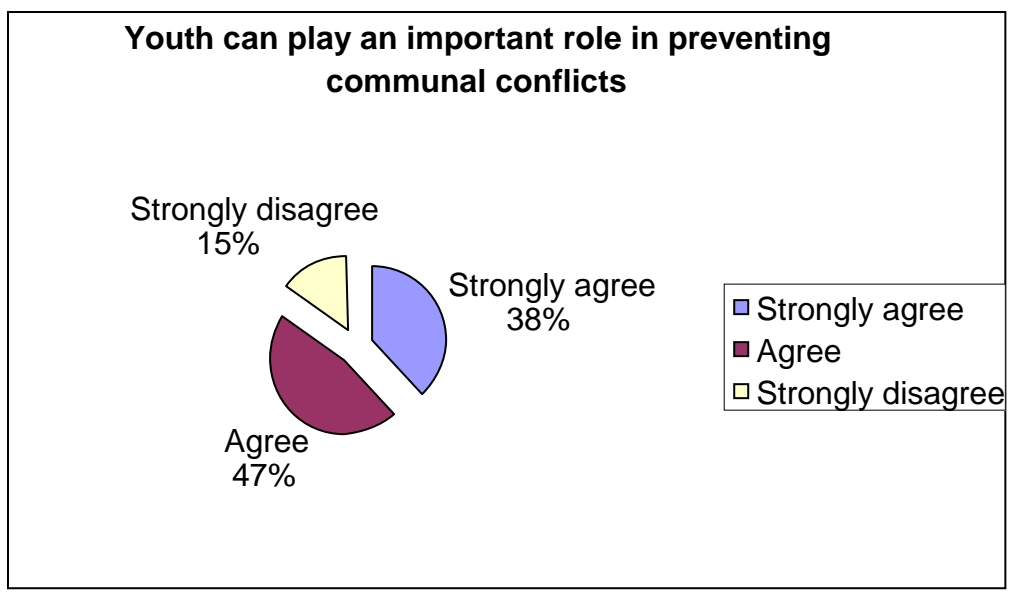
### **(2) Youth results**

Self-assessments of youth, in the form of questionnaires were designed to solicit candid feedback relating to youths' current capacities and gaps in the areas of leadership, self-esteem, community conflict management, mediation, non-violent communication skills, and their employability skills.

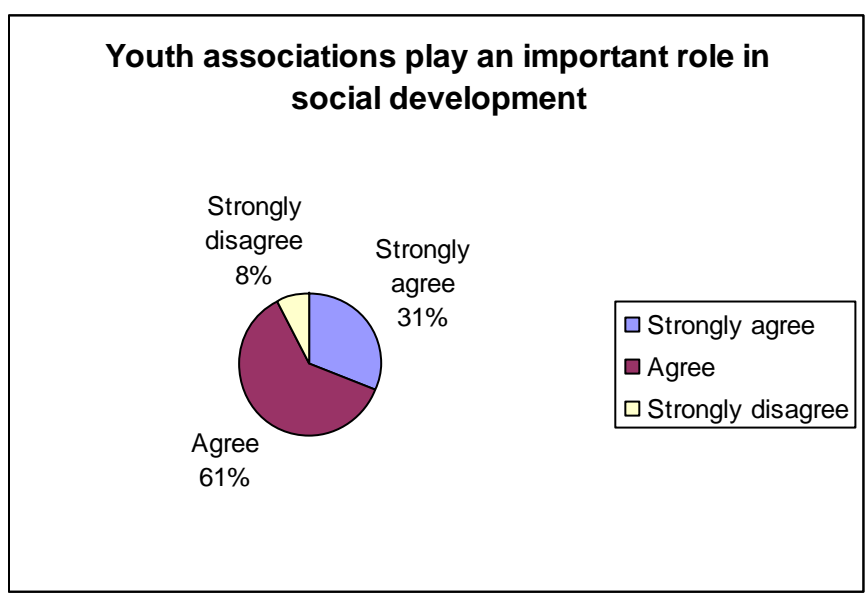
Overall, youth demonstrate a fair interest in the concept of social mediation and some of them affirmed they were interested in taking part in this pilot experience in Tetouan. When asked about the organisations and activities that allow youth to play an important role in the promotion of social cohesion and social development, the youth reported that NGOs and cultural and educational activities such as training and theatre are the most salient mechanisms that allow them to really have a voice and feel that they are proactive. Actually, 36 % of the youth interviewed said that NGOs allow them to play a role in social development while 43% stated that they feel empowered to play that role through educational and cultural activities. Only 21% said that youth are empowered to be more active agents in local development through IGAs (income generating activities).



The situational analysis attempted also to assess youth’s perceptions of their roles as potential future social mediators. As shown in the graph below, the majority feel that they can play a role in mitigating conflicts at the community level.

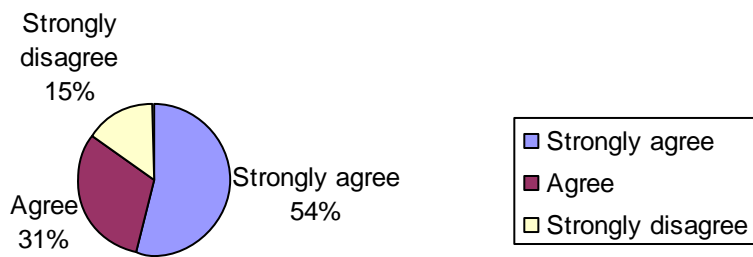


Also, the majority of youth believe that youth associations and organizations are an active stakeholder that can play an effective role in social development. The graph below shows that about 92% of the interviewed youth think that youth associations have an important role in their communities.

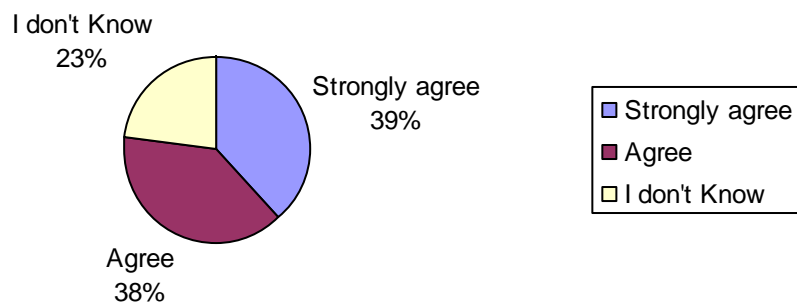


Youth were also asked about their degree of support to the idea of creating a social mediation centre. The majority, about 85%, of the interviewed affirmed that they support the creation of the mediation centre, and 77% demonstrated their readiness and willingness to resort to the social mediation centre to resolve their disputes as shown in the two graphs below.

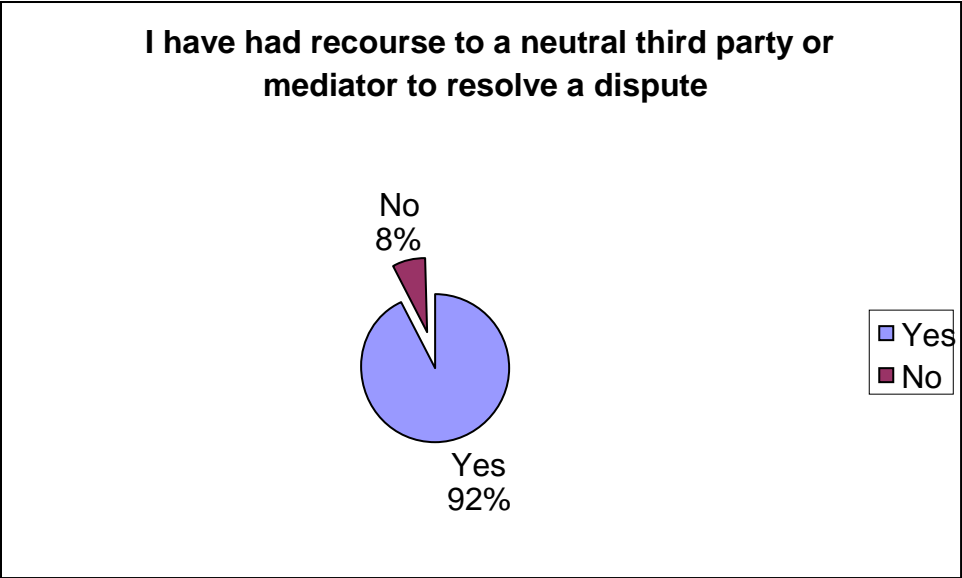
### Support the creation of social mediation centres



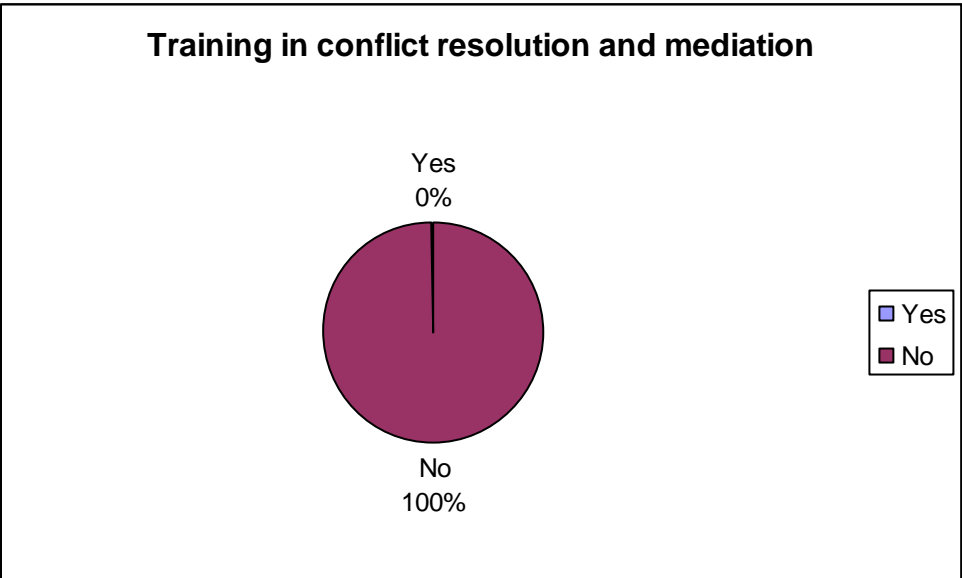
### Readiness to resort to social mediation centre for help



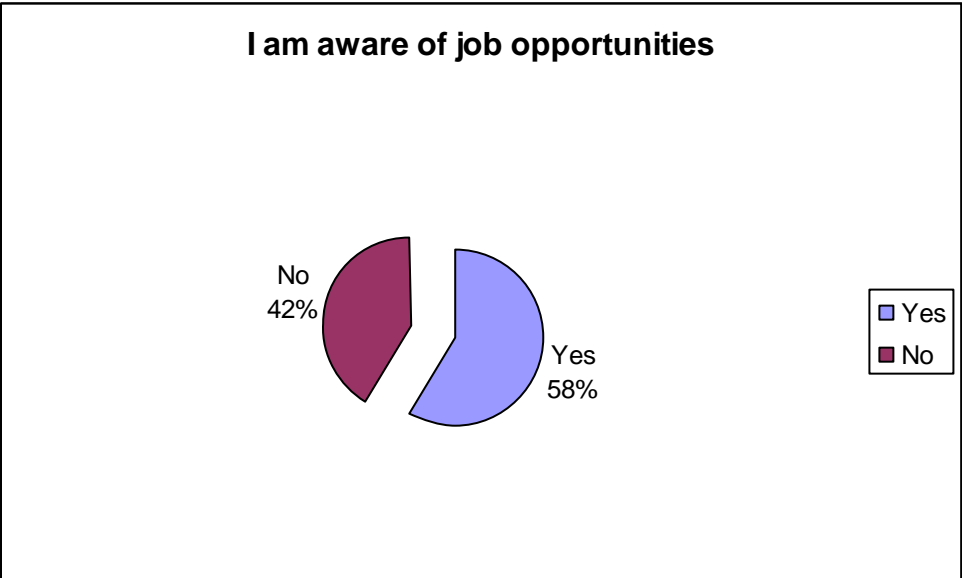
Surprisingly, 92% of the interviewed youth reported that they have at least once resorted to a neutral third party to help them resolve a dispute.



However, the totality of youth interviewed denied having received any type of training whatsoever in conflict resolution, mediation or any other form of dispute resolution mechanisms.



As far as the economic engagement of youth is concerned, youth were questioned about the training they received to help them look for and secure a job. 54% of the respondents declared that they have not received any type of training to get a job, whereas 46% declared that they received some form of training or help. Furthermore, 58% of the respondents declared that they are aware of job opportunities they can apply for or pursue for self employment.



In general, the situational analysis in Tetouan suggests that there is a need for both components of the YCMC project, namely social mediation and economic engagement of youth.

## **Implications and Recommendations**

- There is a need for more capacity building to enable youth to efficiently and effectively offer good quality social mediation services.
- There is a need for more capacity building in the economic engagement of youth in Tetouan.
- There is a need for the development of a solid incentive system that will encourage youth to adhere to the project in Tetouan.
- There is a need for more broad based involvement of youth in conflict resolution and social mediation activities, especially in disadvantaged communities.
- The importance of investing in local partnerships especially with respect to the economic engagement of youth better ensure sustainability and effectiveness of the project.
- The cultural and social specificity of Tetouan can present some challenges to SFCG in engaging youth effectively in the project.
- The development of broad-based local capacity to offer social mediation through the adoption of a multiparty multi-stakeholder involvement approach can ensure sustainability for the social mediation centre.



## **Appendix:**

## Tetouan Youth and Community Members Questionnaire

Our organization is planning to open a “Youth Community Mediation Center” in your area. This center will be a place people can come when they need a third-party to help solve problems (with family, friends, neighbors, etc.). This center will also provide training designed to help youth improve their job skills and connect youth with mentors to help them find jobs. We would lido you have a few minutes to complete our survey? Thank you in advance for your time!

Age \_\_\_\_\_

**Gender:**

Male

Female

**Highest education level completed:**

Primary School

Middle School

High School

University

**Please answer each question with a 1, 2, 3 or 4. After you give your number-response, you can offer any additional comments you'd like to share.**

1. There are activities or centers in my community that train youth and encourage them to positively contribute to social cohesion.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

If you agreed, what are some examples?

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2. I believe that young people today often play an important role in promoting non-violence solutions to problems encountered in school, at home, or in their neighborhoods.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

3. I believe that youth organizations are playing a central and important role in the community.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

Please answer questions # 4 & 5 with following definition in mind:

“Mediation in this sense includes informal conflicts between friends, family members, community members as well as formal mediation experiences.”

4. I have experience in mediation.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

5. (If yes to no. 7, how many cases have you mediated?)

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6. I think that the development of youth mediation centers would be good for this community.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

7. I would consider going to a local mediation center to resolve a conflict.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

8. I have visited a mediation center or otherwise sought mediation services.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

If you answered yes to no. 6, when you use mediation services? Where?

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9. Regarding your role the community:

a) I make positive contributions to my community.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

b) I am a leader amongst my peers, family and/or community

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

c) I would like to take more initiative in working for change in my community.

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

10. I have previously received some kind of training related to mediation

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

11. I have received job training that is helpful to my search for employment

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

12. I am currently aware of employment opportunities for which I am qualified

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

13. I have someone in my life who helps me in my job search (help with CV, interview preparation, advice on where to seek jobs, etc.)

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

14. I have skills that are useful to managing my own business

*1-strongly agree 2-agree 3-strongly disagree 4-disagree*

15. Are you currently working in internship, family business or another kind of job?

If you are working, what type of job?

A. private sector

Business related (marketing, sales, other \_\_\_)

Technical (information technology, website design, other\_\_\_)

Skilled trade, type\_\_\_\_\_

Nonprofit organization

a. NGO

b. Other\_\_

Family business

c. Shop

d. Trade

e. Agriculture

f. Other\_\_\_

Public sector

g. Local government

h. School

i. Other\_\_\_

**Thank You!**