



# Integrated Country Strategy

---

---

## Morocco

FOR PUBLIC RELEASE

**Table of Contents**

1. Chief of Mission Priorities ..... 2

2. Mission Strategic Framework ..... 5

3. Mission Goals and Objectives ..... 7

4. Management Objectives..... 16

## 1. Chief of Mission Priorities

Morocco is a strong, stable, willing, and able partner for the United States across the broad range of issues detailed in the National Security Strategy (NSS). Morocco values its engagement – including as a Major Non-NATO Ally and a Free Trade Agreement (FTA) partner – with the United States and continues to expand bilateral cooperation across security, political, economic, and cultural spheres. As an exporter of security and a moderating voice in regional politics, Morocco shares our interests and amplifies our efforts in countering violent extremism (CVE) and promoting religious tolerance. U.S. assistance to Morocco yields an excellent return on investment, as we jointly focus efforts on programs including rule of law, economic growth, military interoperability, and political reform. Avoiding the turmoil that has beset other countries in the region, Morocco has maintained security and stability while advancing democratic and social reforms under its 2011 constitution. A key constraint to Morocco's security and prosperity is its top foreign policy priority: the status of Western Sahara, where a UN peacekeeping mission monitors the 1991 ceasefire. The USG supports UN efforts to restart the stalled political process. The U.S. Mission leverages our interagency expertise to work with Morocco on shared bilateral and regional goals in four major areas:

*Promoting security cooperation, strengthening efforts against transnational threats, and increasing economic opportunities:* In a turbulent region, Morocco is an anchor and ally in promoting security. Morocco is a key partner that leverages U.S. training and equipment to meet regional security challenges. It participates in the D-ISIS Coalition and UN peacekeeping missions in the Democratic Republic of Congo and the Central African Republic, and provides humanitarian support to survivors of conflicts in Africa and the Middle East. Morocco invests in its defense by increasing interoperability with U.S. forces and joins in significant multinational exercises with U.S. Africa Command (AFRICOM), including hosting AFRICOM's largest annual exercise on the continent. Morocco is committed to cooperation on counterterrorism and CVE. It co-chairs the Global Counterterrorism Forum (GCTF) and is a leader in addressing Foreign Terrorist Fighters (FTFs); an estimated 1,600 FTFs have originated from Morocco. In 2015, it opened an imam training center that has trained over 1,000 male and female religious leaders from West Africa, Europe, and Morocco in Maliki Islam.

Morocco is the only African country with which we have a bilateral Free Trade Agreement (FTA). Since coming into force in 2006, U.S.-Morocco trade has more than tripled; the United States had a trade surplus with Morocco of nearly \$1 billion in 2017. Morocco is enacting laws and regulations to improve its business climate; U.S. firms have invested in and continue to pursue projects in the energy, automotive, and aerospace sectors, which we support through advocacy for U.S. firms and promotion of business-oriented policies. Our Consular Services protect and support U.S. citizens and the integrity of the visa process.

Supporting inclusive development and institution building, increasing civic engagement, and enhancing education and training: While Morocco has experienced political, social, and economic progress over the last few decades, economic and social disparities remain and can cause public unrest. These challenges include an unemployment rate of nearly 10 percent, with an estimated 40 percent youth unemployment in urban areas, and limited access to education and health services. Protestors have demanded the government address historical social and economic grievances, including limited employment opportunities and inadequate education and medical facilities. The government is pursuing a comprehensive approach to systemic challenges across the country, but will need time to satisfy citizens' demands. Mission Morocco focuses its assistance on engagement with civil society and at-risk youth, including through the U.S. Agency for International Development's (USAID) five-year, \$100 million country development strategy focused on youth employability, civic engagement, education reform, and CVE. The Department of State's Middle East Partnership Initiative (MEPI) supports grass-roots civil society, entrepreneurship, youth, and women's empowerment. A second, five-year \$450 million Millennium Challenge Corporation (MCC) compact targets land reform and education to increase youth employability and improve land access for investment, to promote greater economic growth and poverty alleviation. These efforts address drivers of insecurity and instability and increase opportunities for U.S. firms.

Engaging emerging leaders, energizing alumni of U.S. programs, and reaching wider segments of the Moroccan population to amplify messages and advance shared policy objectives: Morocco is a vibrant, diverse society, with challenges rooted in the unmet aspirations of its young population. Additionally, legal reforms have improved women's rights but need to be implemented effectively. The U.S. Mission is committed to moving beyond government-to-government activities, including engaging with civil society, labor unions, and educational and cultural institutions, with a concerted effort to reach youth and women.

Ensuring all agencies and employees have the resources, guidance, and confidence they need to succeed in advancing U.S. objectives: The U.S. Mission continues to grow, with more agencies establishing regional offices or expanding current operations in Casablanca and Rabat. The new U.S. Embassy Rabat compound is already experiencing space limits, and the aging Consulate in Casablanca is unsuitable for existing staff. We will maximize efficiencies in our new space, and, having purchased land in May 2018, press for construction of a New Consulate Compound (NCC) in Casablanca. The Mission's International Cooperative Administrative Support Services (ICASS) Council will continue to find cost savings for all agencies.

U.S. assistance to Morocco is key for all four goals. State, Defense, Homeland Security, and Justice pursue NSS priorities by supporting military interoperability, justice sector reform, and police professionalization. USAID, MCC, MEPI, and Public Affairs support stability and growth through improving educational performance, youth employability, entrepreneurship, and civic engagement. All assistance is coordinated through a Mission interagency working group that reviews projects and programs to avoid duplication, address gaps, and maximize impact.

FOR PUBLIC RELEASE

FOR PUBLIC RELEASE

Approved: August 15, 2018

## 2. Mission Strategic Framework

**Mission Goal 1:** U.S. National Interests in Morocco and the Region are Advanced and Protected.

**Mission Objective 1.1:** Strengthen the Protection of U.S. National Security and the Safeguarding of the Lives and Interests of U.S. Citizens in Morocco.

**Mission Objective 1.2:** Assist Morocco in Continuing to Develop and Export to the Region Policies, Capabilities, and Best Practices with the Goal of More Effectively Addressing Transnational Threats such as Instability, Terrorism, Violent Extremism, Migration, Illicit Trafficking, and Organized Crime.

**Mission Objective 1.3:** Advocate for Opportunities and an Accommodating Climate for U.S. Business, Encouraging Greater Bilateral Trade and Private Sector Links to Benefit from Morocco's Emergence as a Business Hub for African and European Market Access.

**Mission Goal 2:** Morocco and its Surrounding Region Enjoy Greater Stability and Experience Sustained Economic Growth.

**Mission Objective 2.1:** Support Development Assistance that Promotes Economic Growth, Fosters Entrepreneurship, and Increases Employment Opportunities.

**Mission Objective 2.2:** Advance Human Rights through Support to Civil Society, Democratic Reforms, and the Strengthening of Moroccan Governmental Institutions.

**Mission Objective 2.3:** Enhance the Employability of Target Youth. (CDCS DO 1)

**Mission Objective 2.4:** Increase Civic Participation in Governance. (CDCS DO 2)

**Mission Objective 2.5:** Enhance the Educational Attainment for Children at Primary Level. (CDCS DO 3)

**Mission Objective 2.6:** Enhance Inclusion-Driven Stability within Marginalized Areas of Morocco.

**Mission Goal 3:** Morocco's Emerging Leaders are Connected to the United States and the American People and Work in Their Communities to Advance Shared Values and Objectives.

FOR PUBLIC RELEASE

**Mission Objective 3.1:** Build the Network of Emerging Leaders across Morocco that is Aware of, Supports, and Actively Participates in U.S. Government Initiatives in Morocco.

**Management Objective 1:** Cultivate a Culture of Innovation, Efficiency, and Creativity in All Mission Work Processes and Procedures.

**Management Objective 2:** Acquire and Maintain Adequate Facilities for Mission Operations, Particularly for Consulate General Casablanca.

FOR PUBLIC RELEASE

Approved: August 15, 2018

### 3. Mission Goals and Objectives

#### **Mission Goal 1: U.S. National Interests in Morocco and the Region are Advanced and Protected.**

**Description and Linkages:** Advancing and protecting U.S. national interests in Morocco, and in the rest of Africa via Morocco's regional leadership, is an important goal for the U.S. Mission to Morocco. Our pursuit of this goal will entail protecting U.S. national security and the interests of U.S. citizens in Morocco, assisting Morocco's capability to counter domestic and regional security threats, and promoting U.S. exports and business opportunities. Tens of thousands of U.S. tourists visit Morocco every year, and more than 150 U.S. businesses have permanent offices in the country. Protecting their lives and interests involves efficient delivery of consular services; assisting Morocco to maintain, further develop, and export regionally its success in security and stability; and advocating for opportunities for U.S. companies to initiate or expand their business.

This goal links to the National Security Strategy (NSS) pillars of protecting the American people, homeland, and American way of life, and promoting American prosperity. This goal also furthers the Department of State-USAID Joint Strategic Plan (JSP) goals of protecting America's security at home and abroad and renewing America's competitive advantage for sustained economic growth and job creation. Enhancing security, stabilization, counterterrorism, and conflict resolution, and the promotion of open markets and U.S. exports, are included in the goals of the State/Near East Affairs (NEA) and U.S. Agency for International Development (USAID)/Middle East (ME) Joint Regional Strategy (JRS).

#### **Mission Objective 1.1: Strengthen the Protection of U.S. National Security and the Safeguarding of the Lives and Interests of U.S. Citizens in Morocco.**

**Justification:** Protecting and serving U.S. citizens' interests are some of the most important roles undertaken by U.S. missions abroad. Every visa adjudication is a national security decision. Vigilance, thorough screening, and in-depth vetting of all visa applicants during the provision of efficient visa services supports the security of U.S. citizens and the homeland.

Mission Morocco seeks to further protect the United States by building on existing cooperation through improved information sharing between our two governments. Morocco and the U.S. recently signed an agreement on Homeland Security Presidential Directive (HSPD) 6, but it has not yet been implemented and put in practice. Finalizing the agreement and full implementation is essential for robust information sharing of the most important security and terrorist threat information.

In addition, Mission Morocco seeks to protect U.S. citizens in Morocco by providing consular services quickly and efficiently, including the dissemination of accurate and complete

information to enable our citizens to better understand the security, social, political and business environments in Morocco. Furthermore, with a 30 percent increase from 2016 to 2017 in the number of U.S. citizen visitors to Morocco, crisis management planning, building relationships with Moroccan institutions, and augmenting our warden network in distant parts of the country are essential for providing a “safety net” for U.S. citizens during emergencies.

**Mission Objective 1.2: Assist Morocco in Continuing to Develop and Export to the Region Policies, Capabilities, and Best Practices with the Goal of More Effectively Addressing Transnational Threats such as Instability, Terrorism, Violent Extremism, Migration, Illicit Trafficking, and Organized Crime.**

**Justification:** In the interests of Morocco’s long-term stability, the Kingdom has expanded citizen participation in public life to strengthen its democratic institutions. Through its IVLP program and other resources, the Mission will support citizens’ efforts to participate in good governance, including through civil society and Parliament. Through FMF, IMET, INL, and TSCTP funding, the Mission will also assist both military and civilian personnel to detect and deter criminal and terrorist activity, modernize the military and civilian sector entities, secure borders, prevent the flow of weapons and foreign terrorist fighters from and through the country, and continue institutional reform. The Mission will encourage Morocco to promote regional security and international peacekeeping missions; and to continue training foreign military, police, and customs and aviation security officials. The adoption and implementation by Morocco of the appropriate laws and regulations to implement UNSCR 1540 on Weapons of Mass Destruction (WMD) will make Morocco a model for North Africa with respect to non-proliferation. We will increase training for the Moroccan security services to prevent trans-shipment of dual use technologies through Morocco.

Regarding Western Sahara, the Mission will encourage Morocco’s constructive engagement with the UN Mission for the Referendum in Western Sahara (MINURSO) and support future MINURSO mandate renewals on terms that advance political dialogue and regional stability. Mission leadership will support Moroccan engagement that reflects U.S. interests in counterterrorism, regional security, development, and human rights.

**Mission Objective 1.3: Advocate for Opportunities and an Accommodating Climate for U.S. Business, Encouraging Greater Bilateral Trade and Private Sector Links to Benefit from Morocco’s Emergence as a Business Hub for African and European Market Access.**

**Justification:** Since the entry into force of the U.S.-Morocco Free Trade Agreement in 2006, bilateral trade with Morocco has increased 300 percent. The United States is now Morocco’s third largest trading partner in terms of total trade but there remains much room for growth in our trade relationship. As one of the few stable and diversified economies in North Africa, and with aspirations to serve as a hub for Africa, Morocco’s strategic economic importance is rising. As a result, U.S. companies are facing increased competition from Morocco’s foreign trading

partners, both new and old. Moreover, Morocco's drive towards domestic industrialization in order to fuel job creation has unearthed some protectionist tendencies that could negatively affect U.S. businesses. The job creation imperative also provides incentives to embrace partners and policies, which may offer short-term benefits while creating long-term economic and strategic vulnerabilities. In this environment, U.S. companies require Mission support to win tenders, access markets, and reap the benefits of Morocco's strategic location, open economy, and stable political environment. The provision of timely and accurate information on the business environment, tax code, and regulatory system is essential for U.S. businesses' continued success and the resulting economic development.

Mission Morocco will promote U.S. strategic economic interests in Morocco by pressing for Moroccan reforms designed to liberalize commerce, increase private sector employment opportunities, and foster an environment that encourages and rewards entrepreneurship. Citing the benefits of a strong business environment, the Mission will highlight the importance of eliminating barriers—especially customs delays and sanitary and phytosanitary barriers—that impede commercial activity and the investment necessary to fuel domestic growth and development. In an effort to increase U.S. exports to Morocco, the Mission will take every opportunity to advocate for U.S. businesses and continue its outreach to U.S. firms and industries not yet present in the market. The Mission will support and organize trade missions to help connect U.S. corporate leaders with emerging business opportunities. In so doing, we will leverage the voices of the U.S. business community to reinforce core messages regarding the importance of economic reform and liberalization to improve the Moroccan business environment.

**Mission Goal 2: Morocco and its Surrounding Region Enjoy Greater Stability and Experience Sustained Economic Growth.**

**Description and Linkages:** Achieving enhanced stability and sustained economic growth in Morocco are critical to the well-being of the Moroccan state and its citizens. The Mission will work closely with the Government of Morocco to support these aims, with a shared philosophy that the best method for maintaining and strengthening Morocco's prosperity is by expanding economic opportunities, particularly for traditionally marginalized populations. In order to realize stability and growth, the Mission will support development assistance for fostering entrepreneurship and increasing employment opportunities; strengthening civil society and Moroccan governmental institutions to advance civil and political rights; enhancing the employability of target youth; increasing civic participation in governance; and boosting the educational attainment for children at primary level.

This goal links to the National Security Strategy (NSS) pillars of preserving peace through strength and advancing American values. This goal furthers the Department of State-USAID Joint Strategic Plan (JSP) goals of promoting American leadership through balanced engagement. Promoting inclusive economic growth and socio-economic development, and

improving governance, strengthening democratic institutions and processes, and supporting an engaged civil society, are included in the goals of the State/Near East Affairs (NEA) and U.S. Agency for International Development (USAID)/Middle East (ME) Joint Regional Strategy (JRS).

**Mission Objective 2.1: Support Development Assistance that Promotes Economic Growth, Fosters Entrepreneurship, and Increases Employment Opportunities.**

**Justification:** Morocco’s substantial progress in strengthening growth over the past decade has contributed to a solid macroeconomic performance and reduced poverty. Despite a relatively positive macroeconomic picture, the IMF notes “the major challenge for Morocco remains that of achieving a GDP growth rate that will help reduce unemployment and improve living standards while ensuring medium-term fiscal sustainability.” The national unemployment rate of 10 percent masks significant disparities among women and youth, as well as employment challenges in urban geographic areas. Representing 44 percent of the working population, Moroccan youth have largely been excluded from the country’s recent economic growth. Morocco also has one of the world’s lowest women’s labor market participation rates (despite high and equitable educational achievement rates), which limits future economic development.

In addition, the Government of Morocco is looking to stimulate private sector investment and job creation in industrial development and other growing sectors of the economy to promote more robust economic growth and poverty reduction, particularly amongst youth and marginalized populations. The Mission’s development assistance will therefore focus on collaborating with the Government on addressing key economic constraints to the economy, including through investment in land productivity, energy, and environmental sectors, promoting entrepreneurship, and in addressing educational quality and youth employability.

**Mission Objective 2.2: Advance Human Rights through Support to Civil Society, Democratic Reforms, and the Strengthening of Moroccan Governmental Institutions.**

**Justification:** Since the 2011 adoption of a new constitution, Morocco has pursued a path of democratic and judicial reform in order to strengthen the protection of citizens’ rights and increase their political participation. Two pillars of those reforms are the decentralization of governance authority and the increase in citizens’ access to government decision-making and information. In order to support the ongoing reform process, USAID democracy and governance initiatives will assist regional governing bodies in becoming more responsive to citizens while supporting civil society organizations (CSOs) to build their management, organizational and advocacy capacities with those regional institutions. Although numerous, the majority of Moroccan CSOs have limited capacity to influence public policy. USAID will therefore enhance CSO organizational capacity and financial integrity by improving their ability to develop sustainable financial plans, maintain transparent organizational structures and increase technical capacity for more focused advocacy or governance oversight. In 2016, Morocco established the Supreme Judicial Council, independent from the elected government,

but the body still lacks capacity to fulfill its responsibilities. INL efforts will focus on increasing the professionalism and independence of the judiciary while also seeking to strengthen reform efforts in the prison system to combat radicalization and to help reintegrate released detainees.

Judicial reform has also seen renewed traction in Morocco since 2011's revised constitution, which contains a strong focus on the independence of the judiciary. The Mission will work with the MOJ and civil society to encourage momentum on judicial reform. While reform is slow in some areas, there has been significant progress by the General Delegation of the Penitentiaries and Reinsertion Administration (DGAPR). INL has worked with the Prison Administration since 2010, training Moroccan prison wardens on prison management concepts. Putting into practice the ICMTC trainings, DGAPR leadership has instituted a formal, enhanced intake procedure and basic classification process nationwide, now occurring in all 61 prisons. The procedures and policies the DGAPR have implemented, while in a pilot phase, have laid the foundation for improved prison management, and DGAPR will remain an important partner in this field.

**Mission Objective 2.3: Enhance the Employability of Target Youth. (CDCS DO 1)**

**Justification:** Morocco's substantial progress in strengthening growth over the past decade has contributed to a solid macroeconomic performance and reduced poverty. Despite a relatively positive macroeconomic picture, the IMF notes that "the major challenge for Morocco remains that of achieving a GDP growth rate that will help reduce unemployment and improve living standards while ensuring medium-term fiscal sustainability." The national unemployment rate of 10 percent masks significant disparities among women and youth, as well as employment challenges in urban geographic areas. Representing 44 percent of the working population, Moroccan youth have largely been excluded from the country's recent economic growth.

The Mission will therefore focus on youth employability, specifically the transition from education to employment for university and vocational students and recent graduates. The Mission will take an integrative approach to help Morocco adopt demand-led education and training systems that are both flexible and aligned to high-impact sectors and industries. Planned activities include career centers in six public universities and vocational training institutions as well as labor-market information systems to accurately reflect current conditions and trends in Moroccan labor markets. Public-private partnerships with local and international businesses to spur increased private sector participation in increased employability will also be a large focus. The Mission will work closely with the Ministry of Employment to strengthen its planning and monitoring and evaluation capabilities, while advocating for flexible hiring practices beneficial to youth. Where possible, the Mission will capitalize on career service platforms currently under development by companies such as Microsoft, Intel, and Cisco.

Enhanced youth employability – including self-employment and entrepreneurship – can be achieved through focusing on the transition from education to employment for university and vocational students and recent graduates. U.S. efforts will take an integrated approach to help

Morocco adapt demand-led education and training that is flexible and aligned to high-impact sectors and industries.

**Mission Objective 2.4: Increase Civic Participation in Governance. (CDCS DO 2)**

**Justification:** Despite its lower middle-income status and relative political stability, Morocco has struggled to achieve similar success on government effectiveness indicators such as human rights, press freedom, and gender indices. For these reasons, many Moroccans have called for wide-ranging political reforms and greater government responsiveness. In order to support the ongoing reform process, USAID democracy and governance initiatives will assist political parties in becoming more responsive and representative while supporting civil society organizations (CSOs) to build their management, organizational and advocacy capacity.

Political parties are among the most established mechanisms for achieving peaceful democratic change. USAID will help political parties to improve their credibility by increasing the transparency and accountability of their internal operations, developing platforms reflective of citizen needs, and enhancing the involvement and leadership of youth and women in politics. The effective use of public opinion to inform policy agendas, the development of youth and women branches at the national and local levels and the development of individual plans to strengthen internal party capacity will be emphasized. Although numerous, the majority of Moroccan CSOs have limited capacity to influence public policy. USAID will therefore enhance CSO organizational capacity and financial integrity by improving their ability to develop sustainable financial plans, maintain transparent organizational structures and increase technical capacity for more focused advocacy or governance oversight.

**Mission Objective 2.5: Enhance the Educational Attainment for Children at Primary Level. (CDCS DO 3)**

**Justification:** Education has been one of the highest priorities of Morocco since 1999, as evidenced by the adoption of the National Charter of Education and Training and the recent Education Reform (Vision 2015-2030). Morocco has made great strides in increasing access to schooling through the launch of the National Charter for Education and Training in 2000. Despite these achievements, Morocco's education attainment indicators and school retention rates are low. Primary and secondary school dropout rates remain high, and national literacy rates are among the lowest in the region (69.43 percent in 2012 literacy rate among population aged 15 and older and 59.13 percent among women). While enrollment rates in primary education are nearly universal for grade one, only 18 percent of first-graders are expected to graduate from high school. Low daily attendance levels and high teacher absenteeism rates contribute to the low literacy rates in Morocco. Those unable to complete a high school education have no future prospects and are vulnerable to radicalization.

The GOM recognizes these shortcomings and is working with USAID and other donors on various aspects of education reform. USAID's activities in the area of education will improve the learning outcomes of students, as measured by learner performance in early grade reading, and promote higher levels of educational attainment for girls and boys by targeting primary level learning achievement. Enhanced reading instruction and systemic improvements designed to support reading initiatives will be the basis of the USAID approach. Interventions will directly target teaching methods and learning materials at the school level, and capacity building at the institutional level, by strengthening the capacity of teachers, school administrators and officials. Initiatives to prevent school dropout in high-risk areas will also be implemented through coordination with civil society organizations and community-based groups, as well as through parental involvement awareness raising and remediation programs. USAID is working with the Ministry of Education to develop gender-sensitive reading materials and will ensure gender equity in the delivery of training programs. Special attention will be paid to training teachers in using gender-sensitive teaching methods in the classroom. USAID Morocco will continue to raise public awareness on the rights of all children to quality education, including deaf and hard of hearing children.

**Mission Objective 2.6: Inclusion-driven Stability Enhanced within Marginalized Areas of Morocco.**

**Justification:** While Morocco has made significant strides in social and economic development, not all Moroccans have felt these gains. Many Moroccans, particularly those living outside of the large cities, do not feel that they have benefitted from this development, and the Moroccan government is working to direct those programs to marginalized groups to counter violent extremism. To them, Morocco's development has had a clear geographic bias – favoring major urban centers, particularly along the Atlantic Coast – resulting in unequal access to services, and many areas still in need of the most basic infrastructure and access to socioeconomic opportunities for citizens. The exclusion of certain areas of the country from benefitting from growth and development creates a culture of frustration and societal division, which can lead to instability.

USAID aims to address trends of social, economic, and political exclusion by implementing a series of activities that are designed to foster stability and counter violent extremism by focusing on the following principles:

*Relevance to Countering Violent Extremism:* Recognizing that the threat of violent extremism is acute, a top priority for both the Moroccan and U.S. government, and exclusion plays a key role in creating an enabling environment for violent extremism, all activities under this project will have an explicit and preventative countering violent extremism focus.

*Comprehensive approach in key marginalized regions:* Because of the geographic element of exclusion, activities will target a small number of regions of the country that fall outside major economic and political centers.

*Key excluded populations:* Activities ensure interventions benefit the most excluded populations in those target regions.

*Citizen-centric activities:* Activities will focus on citizen-centric activities that address the priority issues in target communes

*Focus on learning and developing scalable models:* USAID/Morocco's strong partnerships and a relatively more permissive environment make it an ideal place to pilot innovative approaches that promote learning and facilitate scale-up of proven models.

This objective combines the Economic Growth, Democracy & Governance, and Countering Violent Extremism activities that will be programmed in an integrated manner starting in 2019 and integrated into the new USAID/Morocco CDCS as one Development Objective for socio-economic inclusion for stability.

**Mission Goal 3: Morocco's Emerging Leaders are Connected to the United States and the American People and Work in Their Communities to Strengthen the U.S.-Morocco Partnership to Advance Shared Values and Objectives.**

**Description and Linkages:** Connecting Morocco's emerging leaders to the United States and the American people will permit the Mission to more effectively advance our shared foreign policy objectives through these leaders' amplified messages in their own communities. With a society that has proven generally welcoming of U.S. cooperation and support, the building and expanding of networks of current and new leaders will deepen this affinity and also reinforce our other goals. As Moroccan citizens become more involved in political processes and governance, it will be critical to ensure they are aware of and receptive to U.S. values and priorities.

This goal links to the National Security Strategy (NSS) pillar of advancing American influence. This goal furthers the Department of State-USAID Joint Strategic Plan (JSP) goals of promoting American leadership through balanced engagement. Supporting an engaged civil society is included in the goals of the State/Near East Affairs (NEA) and U.S. Agency for International Development (USAID)/Middle East (ME) Joint Regional Strategy (JRS).

**Mission Objective 3.1: Build the Network of Emerging Leaders across Morocco that is Aware of, Supports, and Actively Participates in U.S. Government Initiatives in Morocco.**

**Justification:** Forty-five percent of Morocco's population is under the age of 25. The degree to which Morocco's significant youth population positively engages in their communities and the

degree to which their economic and other aspirations are fulfilled will be keys to unlocking Morocco's full potential. Their attitudes toward the United States will also significantly influence the future shape of our strong bilateral relationship.

Data suggests that there are significant differences in the socio-economic status of Morocco's younger and older generations. Moroccan youth generally encounter difficulties in finding jobs and acquiring skills or knowledge to improve their job prospects, as compared to their elders; gather and share information on social media instead of traditional outlets; and form their perceptions of the United States more broadly than previous generations' more narrow information consumption. Young people are largely excluded from meaningful participation in political, economic, and social spheres, and many youth perceive that they are marginalized by their government. Social divides appear to be growing between those who have access to resources and those who do not.

At the same time, polling data has indicated consistently that a strong majority of young Moroccans view the United States favorably, with favorability among younger Moroccans more constant than among older Moroccans. Likewise, younger Moroccans are open to American popular culture and seek out opportunities to enhance their English skills for cultural reasons in addition to the employability benefits derived from language acquisition. The Government of Morocco also has prioritized the enhancement of English language training in the education sector and the development of a new generation of academics and researchers with English fluency and experience at English-medium higher education institutions.

Younger Moroccans are also much more wired than older Moroccans, with large percentages of young Moroccans communicating within their networks and acquiring news and information via social media rather than via traditional media outlets.

The distinct interests, communication and news habits, and challenges confronting Morocco's youth demand a distinct engagement approach focused on long-term investment in deepening partnerships with Morocco's emerging leaders and high impact but disadvantaged youth to ensure they value and promote the US-Morocco partnership in the future.

## 4. Management Objectives

### **Management Objective 1: Cultivate a Culture of Innovation, Efficiency, and Creativity in All Mission Work Processes and Procedures.**

**Justification:** The Management platform in Morocco has proven durable and able to adjust to growing demands and staffing. The Mission Morocco Management Team supports more than 450 staff across 27 International Cooperative Administrative Support Services (ICASS)-billed agencies in Rabat and Casablanca, providing Community Liaison, Customer Service Center, Facilities Management, Financial Management, General Services, Human Resources, Information Resource Management (IRM), and Medical Services. All Management sections strive to provide the highest quality of service to ensure maximum ICASS benefits delivered to all subscribers while maintaining fiscal discipline. Management's focus on staffing, work processes, quality and internal controls, and professional development remains a priority.

The Mission's role in reaching out to the people of Morocco is growing in parallel with Morocco's ongoing strategic importance in the North African region. A top Management priority is to leverage its capabilities and to utilize readily available technology to support the Mission's growing outreach efforts.

### **Management Objective 2: Acquire and Maintain Adequate Facilities for Mission Operations, Particularly for Consulate General Casablanca.**

**Justification:** The primary management objective for Mission Morocco over the next five years is to successfully transition Consulate operations from the existing unsuitable facility to a New Consulate Compound (NCC). This new space will allow the Consulate to function at its full potential, without the current inefficiencies and distractions that are brought on by outdated facilities. By centralizing our Casablanca operations at the new facility, we expect to engender a greater sense of community and improve the efficacy and efficiency of our operations.