

**Workshop on Coalition Building
Among Political Parties
in the Moroccan Legislature**

Rabat, Morocco
July 3 to 4, 1998

NATIONAL DEMOCRATIC INSTITUTE

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**Workshop on Coalition Building Among Political Parties in the Moroccan Legislature
July 3-4, 1998
Rabat, Morocco
Workshop Report**

by Sarah Copley and Wendy Baumert

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Coalition Building Among Political Parties in the Moroccan Legislature
July 3-4, 1998
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Introduction

NDI conducted a workshop in Rabat, Morocco from July 3-4, 1998 for political party leaders in the Moroccan Parliament to examine the advantages of legislative coalition building. The workshop attracted over 45 participants representing every major political party in Morocco and addressed an issue considered essential to the establishment of a functioning Parliament in the country.

Two international political experts from Chile and Ireland led the workshop and provided their comparative perspectives on topics such as developing common agendas and media strategies, emphasizing teamwork and confidentiality, and organizing coalition outreach by capitalizing on solid relationships with NGOs. NDI's international participants were Paddy O'Toole, a former MP and coalition minister from Ireland and José "Pepe" Auth Stewart, Vice President of the Party for Democracy in Chile, where he serves as the chief negotiator for his party in the coalition government.

Coalition building is a timely topic in Morocco and one that was identified by political parties as a priority for work with the Institute as a result of NDI's February 27-March 1 caucus building seminar. The workshop was received enthusiastically by all participants and achieved its intended goal of educating MPs on the function of working coalitions within the legislature.

Background

The Moroccan legislature is presently comprised of representatives from 15 political parties, which until recently, were organized according to three coalition blocs – the pro-government Entente Nationale or *Wifaq* and Centrist blocs and the opposition Bloc Démocratique or *Koutla*. The *Koutla* was founded in opposition to the government and was comprised of parties with disparate ideologies. They were allied by their common anti-loyalist/royalist principles but did not experience the cohesion of a coalition with a common agenda. The Centrist bloc, formed in 1997, was largely the creation of the monarchy. It created an artificial alignment in which the king could hold the balance of power, maneuvering Centrist parties into coalition arrangements according to his discretion. The *Wifaq* was comprised of the traditional pro-government parties that served to rubber stamp palace policies and carry the monarchy's measures into the legislature. The Centrist bloc was consistently affiliated with pro-palace supporters until March 1998, when it was dissolved. The three Moroccan political alliances, *Wifaq* Centrist and *Koutla*, were never particularly effective as political blocs, and are now defunct. Former bloc relationships are still present in recent memories, but the Centrist parties have dismantled with two parties joining the government (mostly former *Koutla* members) and one party joining the opposition (former *Wifaq* affiliates). Currently, there are six opposition parties and nine government parties participating in the political system.

The idea of political party coalitions in Morocco is fairly new, with the first blocs dating only to 1992. Over the past several years, parties from each 'bloc' rarely cooperated during elections, did not issue joint policy positions, and showed few overt signs of cooperating within the legislature. The ineffectiveness of party coalitions was partly due to the inability of the legislature to harness a significant amount of real authority and relay that power to the electorate. Much has changed in the past two years, however. While the legislature continues to have a limited mandate, constitutional reform enacted in 1996 ushered in a new, directly elected lower house of Parliament, the Chamber of Representatives. Constitutional changes also led to the introduction of an alternating government in March 1998, in which the apportionment of ministries among political parties was based on the outcome of lower house elections. These two changes, in addition to the appointment of Abderrahmane Youssoufi, long-time dissident and secretary general of the *Koutla* affiliated *Union Socialiste des Forces Populaires* (USFP) as Prime Minister, have led many Moroccans to believe that they are experiencing the start of a modern, more democratic era.

The USFP now heads a power-sharing government that is also dominated by the *Istiqlal Party* (PI), a fellow *Koutla* member that maintains a vastly different ideology, and the RNI, a former Centrist party. The *Koutla* parties won the most seats as a bloc in the November 1997 Chamber of Representatives election with 103. The USFP and Istiqlal are the dominant parties within the bloc, with 57 and 32 seats respectively, in the lower house. The RNI party gained 40 seats in the November elections, and was likely handed six cabinet positions as a countermeasure to the opposition victory. The *Wifaq* bloc members (*Union Constitutionnelle* (UC), *Mouvement Populaire* (MP) and *Parti National Démocrate* (PND)), the remaining party from the Centrist bloc (*Mouvement Démocratique et Social*, MDS) and the formerly non-aligned *Parti de l'Action* (PA) and the *Parti Démocratique et de l'Indépendance* (PDI), are now in "opposition."

During the first 100 days of the new government, this novel alignment among political parties has failed to materialize into effective coalitions. NDI planned the workshop in order to help leaders of political parties in the legislature conceptualize the advantages of building and maintaining effective coalitions, and then, in small group sessions within each party, create strategies for constructing coalitions with their governing, or opposition partners.

Workshop Format

The workshop was divided into a morning plenary session followed by small group discussions and a role-playing component where parties discussed a scenario particular to coalition partners. After the plenary, NDI held separate workshops for the government and opposition blocs to help promote partnership within the two alignments and to create an open forum where members of each coalition felt comfortable asking questions and discussing strategic issues.

NDI also held post-workshop consultations with high-level representatives of four parties to discuss in greater detail issues such as primary elections, platform development, data management, and communications. These meetings proved to be a good opportunity for party representatives to ask NDI's international experts specific questions about their comparative country experiences.

The workshop covered the following topics: the importance and advantages of working in coalitions, building and maintaining coalitions, and information-sharing within coalitions. The following report contains highlights from the workshop.

I. Overview of Coalitions

Why a Coalition?

Coalitions help political parties consolidate support. They are particularly important, as is the case in Morocco, if the legislature is comprised of many parties. Coalitions allow political parties to secure a majority and form a government or create a viable alternative to that majority in opposition. In order to be effective, coalitions must benefit each participating party. The partnerships must be built on mutual respect, trust and compromise.

Why a government coalition? In Morocco's new alternating system, parties that are apportioned cabinet positions based on their showing in the legislative elections must form a coalition in order to create a viable, cohesive government. When a single party does not have a majority in the legislature they must organize a coalition in order to form the government. The smaller parties benefit by joining this coalition because it enables them to participate in the government.

Why an opposition coalition? The whole is greater than the sum of its parts. Coalitions help opposition parties form a united front against government policy. Forming a coalition alternative to government policy serves a dual purpose. First, it focuses attention on opposition ideas. Coalition alternatives apply greater political pressure on the government than do the agendas of individual parties. Also, forming a coalition alternative provides the opposition with a cogent platform for contesting government parties in future elections. Without a coalition, opposition parties may appear fractured and weak, especially in the face of a strong government. The Moroccan *Koutla* was particularly effective as an opposition coalition in the early 1990's, pushing for reforms such as an independent electoral commission and a directly elected legislature. These changes are a good example of the power of an effective opposition coalition because ideologically disparate parties were able to identify and successfully advance issues because they worked together on a common agenda.

Why an election coalition? - Coalitions can be extremely beneficial for parties during elections. If several parties agree on a joint candidate list, they can avoid competing against one another and potentially dividing the vote in a general election. For example, in a district where the greatest concern of 60 percent of residents is job opportunities and 40 percent of residents is privatization; if two candidates campaign on job opportunities and only one on privatization, the job opportunities candidates are dividing the vote and might hand the election to the candidate representing the minority issue. This is a simplified example but one that illustrates that a coalition candidate list will greatly increase the likelihood that coalition representatives win.

II. Building Coalitions

How to Build a Coalition

Determining an Interest – Once a party is poised to gain the government with the addition of several seats in parliament, members need to determine the interest of other parties to join them. The party should consider partners that are ideologically compatible and are willing to make some concessions in order to be in government. If a party is in opposition, considering other opposition partners that are willing to create a viable, cohesive alternative to government policy is advisable.

Comparing Position Papers – After determining interest, the next step in building a coalition is establishing a framework. Common meeting space, interactive relationships and communication must all evolve within a set of guidelines agreed upon by all parties in coalition. Each tentative partner should draft a document that lists their platform positions, including positions that are negotiable and ones that are non-negotiable. For example, if the majority of a given party's members are members of labor unions, they will not benefit by participating in a coalition that insists on including the deregulation of labor laws in their platform. However, they may be willing to compromise their position on an issue that is not as important to their main base of constituents, such as educational reform or making Arabic the national language.

“In the initial stages, nothing is agreed until everything is agreed. Communication is absolutely essential.”

Negotiating a Common Platform – Strong coalitions have a common platform that has been agreed upon by every party. To arrive at a common platform, coalition partners must sift through platform options during a series of concentrated meetings. Each party should select a capable, detail-oriented representative that is focused and not distracted by other responsibilities. (Party leaders are often too busy for these meetings and should only be brought in for final decision making.) The party representatives meet and review policy positions that have been suggested by each party, and move through the list with parties who disagree on a position negotiating a mutually agreeable compromise.

Publishing the coalition program – After coalition partners agree on a common platform, the platform is summarized and published. A published document is crucial because it publicizes the issues that coalition partners are in agreement on. If a common platform is not published, positions are left open to interpretation, often with disastrous results. If one partner disputes the draft document, it is essential to reconvene and reach common ground. The goal when creating a coalition platform is the satisfaction of every party and confirmation that all partners are clear with the adopted policy. As much as possible, all parties involved should avoid violating the principles of their coalition partners. Otherwise, they will weaken their coalition partners and indirectly, the coalition. Also, because all parties are by nature idealistic, coalition partners must expect to compromise in order to achieve a coalition program.

Coalition negotiations should never be restricted by time. Agreement is more important than efficiency; forcing compromises because of time restrictions will not produce stable relationships. Also, nothing should be agreed until everything is agreed. If individual decisions are made final during the middle of a coalition negotiation, parties lose their incentive to continue once they have advanced their individual agendas. This alienates other coalition partners who still need to present their issues for group deliberation.

Building an Opposition Coalition – During the workshop, one participant expressed skepticism about building a coalition from the opposition. Paddy O’Toole responded that, “Building coalitions in opposition is hard. In government, you have a civil service which helps you with everything. (From the opposition), you find yourself in an empty office with a blank piece of paper. You have a complicated problem. Opposing just for the sake of opposing isn’t helpful. If you do oppose something, you must give reasons - be constructive. You must devise constructive ideas and communicate this alternative to the public.” Mr. O’Toole articulated that the two chief responsibilities of the opposition coalition are to act as constructive critics of the government and provide checks and balances of government policy.

It was also pointed out that the current opposition in Morocco has an advantage that other minority coalitions from other countries may lack. “It is difficult to organize a coalition in opposition. However, in your case, your parties have cohesion from being in government together.” He also added, “I’m not suggesting you lose your identity. Each party has its own issues and priorities.” Mr. O’Toole suggested that the new opposition parties capitalize on their long history of political cooperation within the Moroccan political sphere.

III. Maintaining Coalitions

How to Maintain a Coalition

“Relationships in coalitions evolve. Compromise is a key issue.”

The essential components of maintaining a coalition were outlined during the course of the workshop as 1) consultation with all involved members, 2) communication, 3) implementing dispute resolution mechanisms, 4) using an honest broker when disputes arise, 5) maintaining confidentiality, and 6) using teamwork. As in coalition building, maintaining mutual respect for partners is also critical for optimal coalition management.

Consulting among partners -- Even if a coalition is dominated by one or several parties, every partner must be informed and involved in the decision-making. Otherwise, the smaller parties, who sometimes hold the key to keeping a coalition government in power, might (justifiably) feel used. Decision-making should be a process in which every party exercises their opinion, and the decision should reflect these opinions as much as possible. Mr O’Toole stated, “In government, you cannot afford to ignore the minority view on *any* issue.”

Communicating as a coalition -- Communication within the coalition, with the public, grassroots organizations, and party affiliates helps to build and maintain crucial political support. Many coalitions establish a joint press office to achieve this end. If coalition work has not been effectively communicated, the coalition will not gain proper appreciation or future support for these policies. In terms of internal party communication, coalition decisions must be relayed to party activists or they will not understand why certain decisions were made - especially if they were compromises that went against their party platform.

Handling Disputes Systematically -- Dispute resolution mechanisms are systems for handling disagreements within the coalition. They should be established with the creation of the coalition, and the same, agreed upon process should be used whenever problems arise. The larger party should never 'pull rank' on the smaller party. Dispute resolution mechanisms usually start with a memo that outlines the dispute and then moves to a formal meeting to address the problem. Paddy O'Toole commented that there is no need for conflict resolution mechanisms in a single-party government but, "in coalition, it is essential that part of the framework includes a resolution committee that seeks to resolve an issue. These must be people that have time to resolve a problem--usually not MPs or Ministers, but party members."

Finding an honest broker -- Pinpoint one or several people who are good mediators and have them handle disputes within the coalition. These 'brokers' will often maintain communications between parties on an informal basis, but should also formally manage disagreements through the dispute resolution mechanism. Brokers can be members of a moderate, middle-ground party in the coalition; a prominent figure that has strong relationships with every coalition partner, and/or a committee that is represented by each party. The brokers must be trusted by all sides.

Maintaining Confidentiality -- Coalition partners must keep all internal discussions and debates confidential except for statements to the press that have been cleared with every party. Otherwise, a coalition partner may be tempted to publicize a coalition agreement in a manner that puts their interests (and popularity) ahead of the coalition. Paddy O'Toole relayed an anecdote saying, "In one coalition I was in, four members in a cabinet meeting discussing budget matters decided they couldn't follow the decisions (of the coalition). They alerted the press, walked out, and explained their position to the public-- and the government collapsed." He continued, "You need confidentiality so your partner isn't vulnerable before they can explain to their own constituents the decision made. Otherwise, they become exposed if the decision goes against the party platform."

"There is always tension between the identity of a party and the identity of a coalition. You can maintain your own identity in a coalition -- but you must be prepared to compromise. And, if you subsume your identity, you have no commitment."

Using Teamwork -- Teamwork must be the foundation of any coalition. It is important to remember that any given party would not be in government without the cooperation of its coalition partners. In addition to cooperation, a good understanding of the strengths and weaknesses of each party in the coalition must be shared by each partner. If a decision from the coalition is made without consideration of the limitations of

each partner, partners can be damaged through association with the coalition, and might lose their support base. The coalition must understand which issues trigger problems for individual parties, and tailor decisions and rhetoric accordingly, in order for the coalition to remain intact. In this sense, respect between coalition partners despite ideological or personal differences is crucial for making a coalition work

Coalitions must always be thought of as a partnership. The larger members should avoid taking advantage of the smaller members because of their size and relative influence; decisions should be agreed upon mutually. This creates a partnership based on trust and cooperation.

Maintaining a Coalition in Opposition – One way to successfully maintain an opposition coalition is through a united and effective communications strategy. For example, publishing a common opposition newspaper may be an avenue to increase support. Also, focusing on local communications will help broaden the support base of the coalition.

In Chile, the government made a transition to democracy in 1988. Many political parties (17, at the time) competed for a role in the government, and coalitions became the natural organizing force that bound parties together in a way that made sense to voters and secured a majority in elections. The Consultation of Democratic Parties was the coalition that was established among left-leaning parties who were united in their support of strengthening the new democracy. This coalition established a common program at the onset, and ran joint candidates selected through primary elections. The coalition was also successful, partly due to their common communications strategy included in the agreed upon agenda.

IV. Consultations and Information Sharing within Coalitions

Politics in the past decade has experienced an explosion in the communications sector. With formidable competition for media coverage and the desire for more compelling advertisements and images, it can be difficult to communicate with constituents. To alleviate some of these pressures, ways of increasing coalition communications were discussed in a joint afternoon session.

The Classical Press Conference – Holding a press conference is the traditional way to secure media coverage. A coalition press conference should be delivered by coalition leaders whenever significant coalition achievements have been made. It is imperative to stay focused on a certain topic, since journalists will often times attempt to introduce a broad range of issues which may become difficult to answer as a coalition. The primary drawback to the press conference approach is that it is difficult to make the format appropriate for television. However, if a party publicizes an issue that the press may find exciting, chances of making the evening news are good.

The Party Newspaper – In Morocco, the party press plays an important role. This is not the case, however, in all countries. One attendant at the workshop expressed concern for the effectiveness

and survival of the party press in Morocco with the advent of the new government. Mr. Stewart commented that, "Our party press died when we (Partido Por La Democracia- PPD) entered government." If party newspapers become obsolete, NDI delegates noted that party newsletters are another effective way to communicate with the population and/or party activists. Party newsletters should include current issues and agenda topics of their party. One drawback of the party press and newsletter is its ineffectiveness in reaching an illiterate electorate. In a country like Morocco, where illiteracy (especially in rural areas) is high, an audio communications strategy may be a better option.

External Communications – The best time to communicate with the electorate is between election campaigns. In the run-up to an election, constituents are often inundated with messages that many times go unnoticed because of the volume. Reaching the electorate between election cycles has proven effective in many comparative instances. Direct communication through town hall meetings and canvassing are often typical strategies. Between elections, government coalitions must communicate the policy agenda and legislative affairs. Ministers should establish a relationship with the media and use the press to immediately notify the electorate of new legislation. There is a certain rapport that is necessary when dealing with the media, whether speaking from the government or the opposition.

Internal Communications – Although often logistically unrealistic, regular coalition meetings greatly enhance internal communications. In addition to meetings among coalition government ministers and mechanisms for meeting about disputes, having joint parliamentary meetings are an excellent way to improve coalition communications.

Bottom-Up Communications – Techniques for instituting bottom up communication include:

- allowing party members and supporters to attend ministerial meetings to voice their opinions;
- encouraging political parties to listen to the newer voices within their constituency, especially the voices of women, youth and grassroots organizations;
- allowing local voters to select their candidates;
- utilizing questionnaires to gather information from the electorate; and
- convening constituency meetings to hear the electorate's concerns.

Communication within the Opposition – Communication is critical within an opposition coalition. It is sometimes a more challenging prospect for the minority, but they in turn are free to be more creative discussing issues with NGOs and the public. The opposition coalition has the liberty to identify grassroots-generated issues and create new policies.

V. Evaluations and Conclusion

At the conclusion of the workshop, NDI collected participant evaluation forms. (See appendix III for sample evaluation) Feedback to the conference was overwhelmingly positive with over 90% of the responses ranking the workshop as “useful” or “very useful”. Many participants listed communication between coalition partners as the most beneficial theme of the workshop. Other responses highlighting valuable aspects included preliminary steps in developing a coalition, maintaining the coalition once it has been established, and the circulation of information within the coalition. When asked what subjects participants would like to further discuss with NDI, responses included: communication between political parties and the electorate, communications between national and local government officials, “lessons learned” about coalitions from other countries, party financing, and global trends in democratization. Most participants expressed interest in attending future one-day workshops with NDI on Fridays or Saturdays.

The two day workshop conducted by NDI on coalition building within the Moroccan legislature was both timely and extremely well received. Many participants attended the February 27-March 1 caucus building workshop in Rabat and were pleased to return for the second workshop on coalitions, confirming that the topic was a priority for future work with NDI. In light of Morocco’s incipient coalition government, the workshop topic was extremely helpful and pertinent to many issues legislators are facing at this time. The comparative experiences of Mr. O’Toole and Mr. Stewart were invaluable to the Moroccan legislators and all parties involved were eager to follow up with progress made over the two days.



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AGENDA

National Democratic Institute for International Affairs Workshop 2: Coalition-Building Among Parties in Parliament July 3- 5, 1998

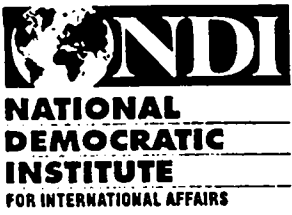
PLENARY SESSION

- | | |
|---------------------|--|
| 9:00 am -9:30 am | Introduction
Brief introduction to NDI
Presentation of the goals of the workshop
Overview of workshop agenda
Presentation of international participants |
| 9:30 am - 10:00 am | Overview of Coalitions
Why a Coalition ?
Types of coalitions |
| 10:00 am - 10:30 am | Coffee Break |

SMALL GROUP SESSION

- | | |
|--------------------|---|
| 10:30 am -11:30 am | Building Coalitions
Negotiating a coalition
Developing a common agenda
A common media strategy for the coalition |
| 11:30 am - 1:00 pm | Maintaining a Coalition
Structures and Hierarchies for Legislative Coalitions
Decision-making and the role of the coalition leadership
Confidentiality within the coalition
Teamwork: balancing the minority and majority voice
Mechanisms for dispute resolution within the coalition
Staff and other human resources |
| 1:00 pm - 2:30 pm | Lunch |





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PARTICIPANT BIOGRAPHIES

I. International Participants

Paddy O'Toole

Paddy O'Toole has extensive experience in dealing with government agencies and political development. Mr. O'Toole has served as an elected Public Representative in both houses of the Irish Parliament from 1973-1987. Throughout his career in government Mr. O'Toole served as Minister for Defense (1981-1987), Minister for Fisheries and Forestry and Minister for the Gaeltacht. As Minister for the Gaeltacht, he was responsible for economic and social development of peripheral Irish Speaking regions. Mr. O'Toole also served as a member of several committees including the Joint Committee on Public Affairs and the Public Accounts Committee. Mr. O'Toole was the chair of his political party's National Executive (ruling body) from 1979-1982. After consulting for eight years he returned to government as a Special Advisor. Due to his position, he was involved in all aspects of political activities and development through government committees and government agencies at national and regional levels. Mr. O'Toole has been involved in studies of EU Programmes related to development in Ireland. He is currently a business consultant in the private sector engaged in varied projects ranging from regional development to tourism.

Pepe Auth Stewart

Mr. Stewart is the Vice President of the Party for Democracy (Partido Por La Democracia PPD) in Chile, a party that has been an important partner in the governing coalition, "Concertación de Partidos Por la Democracia" since 1990. Since 1992, Mr. Stewart has been the main negotiator for the PPD with its coalition partners. He developed a system of selecting candidates through primaries that was used by the coalition in the 1993 election. Mr. Stewart also designed a transparent system to elect presidential candidates for the coalition--which will be legalized for use during the presidential election of 1999. He has also managed the municipal and parliamentary electoral campaigns for the PPD. Mr. Stewart has authored a number of publications on political movements in Chile including the youth movement, and has written extensively on the social and political effects of the presidential, parliamentary, and municipal elections from 1987 to 1997 in Chile. Mr. Stewart has also worked in the private sector as a communications strategy consultant and political analyst.



Questionnaire pour les Participants
Le Développement de la Coalition Entre les Partis au Parlement
3-5, juillet, 1998

Rabat, Maroc

Cher Participant,

Nous apprécions beaucoup votre présence à la conférence de l'NDI sur « Le Développement de la Coalition entre les Partis au Parlement ». Dans le but d'évaluer et aider à améliorer les programmes futurs de l'Institut avec les partis politiques marocains, veuillez remplir ce questionnaire et le remettre au personnel de l'NDI.

1. Quelle est votre opinion à propos de la conférence en général? Veuillez encercler l'une des réponses suivantes:

Très utile Utile Un peu utile Pas du tout utile

2. Quelle est votre opinion à propos de la discussion sur le développement de la coalition?

Très utile Utile Un peu utile Pas du tout utile

3. Quelle est votre opinion à propos de la discussion de le maintien de la coalition?

Très utile Utile Un peu utile Pas du tout utile

4. Quelle est votre opinion à propos de la discussion des entretiens et la circulation de l'information au sein de la coalition?

Très utile Utile Un peu utile Pas du tout utile

5. Quelle est votre opinion à propos de la discussion des alliances avec les organisations non-gouvernementales et les partis politiques?

Très utile Utile Un peu utile Pas du tout utile

6. A votre avis, quel était le thème le plus utile?

7. A votre avis quel était le thème le moins utile?

8. Quel style avez- vous préféré: Les présentations des participants internationaux ou les ateliers interactifs? Pourquoi l'avez vous- préféré?

9. Quels sont les sujets qui n'ont pas été pas discutés pendant cette conférence sur le développement de la coalition entre les partis au parlement et qui devaient être abordés?

10. Avez- vous trouvé les materiaux écrits utiles et suffisant?

11. Comment avez- vous trouvé la traduction des documents?

12. Comment avez- vous trouvé l'interpretation de la conférence?

13. NDI vous propose une conférence supplémentaire sur le thème de la communication entre les partis politiques et les électeurs. Est-ce qu'il y'a des sujets particuliers que vous voudriez discuter avec le NDI?

14. Quels autres thèmes suggerez-vous pour une prochaine conférence?

15. Quels sont les meilleurs jours de la semaine pour convenir une conférence?

16. Préférez-vous une conférence d'une ou de deux journées?

17. Comment est-ce que le NDI pourrait améliorer ces activités dans le future?

الاتحاد الاشتراكي

جريدة يومية

AL ITTIHAD AL ICHTIRAKI



عمر بنجلون

75-12-18

شاهد صحافة

الاتحاد الاشتراكي

السبت 9 ربيع الأول 1419 الموافق 4 يوليوز 1998. العدد: 5440

PRIX FRANCE 5 F.F PRIX BELGIQUE 30 F.B (2,00) الثمن: درهمان

المدير المسؤول: عبد الرحمان اليوسفي

الوزير الأول عبد الرحمان اليوسفي يستقبل وفدا عن المعهد الوطني الديمقراطي الأمريكي

لسلي كامبال: المغرب يعيش تجربة سياسية فريدة ومهمة

.. ويعقد
جلسة
عمل مع
النقابات
فدا
الأحد

علمنا ان
الوزير الأول الاخ
عبد الرحمان
اليوسفي سيعقد
جلسة عمل مع
النقابات، وذلك
يوم الاحد 5
يوليوز بمقر
الوزارة الأولى،
ابتداء من الساعة
العاشرة صباحا.



الشمالية
ومن جانبه اوضح السيد لسلي
كامبال ان المغرب يعيش تجربة سياسية
فريدة ومهمة في مجال الانتقال
الديمقراطي تتطلب متابعة دقيقة.
وفي هذا الإطار قدم رئيس الوفد
برنامج معهد بالمغرب والذي سيتم
على فترة خمس سنوات.

افريقيا.
في بداية اللقاء عبر الوزير الأول
عن أهمية الدورات التكوينية التي
ينظمها المعهد للأحزاب الوطنية حتى
تقوم بدورها بفعالية، سواء تلك التي في
الحكومة أو تلك المعارضة لتدعيم
الديمقراطية، كما أكد عن رغبته في
تطوير علاقات التعاون مع بلدان أمريكا

تم بالوزارة الأولى امس، لقاء بين
الوزير الأول الاخ عبد الرحمان اليوسفي
ووفد عن المعهد الوطني الديمقراطي
الأمريكي برئاسة السيد لسلي كامبال،
مدير الشرق الأوسط وشمال أفريقيا إلى
جانب السيد ايفان دوهرتي، مدير
برنامج الأحزاب السياسية والشبيبة
إرسالة دين المكلفة ببرنامج شمال

The following is a translation of an article about NDI's July workshop in Morocco on building and maintaining coalitions. Coverage is from the July 4th edition of "Ittihad al-Ishtiraki," the *Union Socialiste des Forces Populaires* (USFP) newspaper.

Prime Minister Abderrahmane Youssoufi Receives a Delegation from the American National Democratic Institute

**Mr. Leslie Campbell: Morocco is Living an Important and Unique Political Experiment
(living through an important and unique experience)**

Yesterday the First Ministry (office of Prime Minister Youssoufi) held a meeting between the Prime Minister and a delegation from the American organization, the National Democratic Institute. The delegation included the director of Middle East and North Africa programs, Mr. Leslie Campbell, Mr. Ivan Doherty, director of political party programs at NDI, and Ms. Arsala Deane who has been charged with the mission of overseeing the Institute's North Africa programs.

At the beginning of the meeting, Prime Minister Youssoufi expressed the importance of establishing training sessions and a regular schedule of meetings between NDI and political parties in Morocco in order for the parties to meet their role more effectively whether the parties are part of the coalition government or the opposition. Youssoufi also expressed his desire to foster and ameliorate the cooperative relationships between Morocco and North American countries.

During this meeting, Mr. Campbell clarified (offered the point of view) that Morocco is currently living a unique and very important political experiment/experience in its transition to democracy which demands a detailed program of follow-up. In the same vein, the president of the delegation presented NDI's program for work in Morocco which extends five years into the future.

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King Hassan praises US peace efforts as P.M. meets American organization
Morocco, Politics, 7-4-98

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King Hassan II said US action to relaunch the Middle east peace process is decisive and will lead to the triumph of a sound and fair solution.

In a congratulations message he sent to US president Bill Clinton on the occasion of the US independence day, the king said efforts by Clinton to re-launch peace process in the Middle East are decisive and added he is convinced it will lead to the triumph of a sound and fair solution on the basis of international legality and commitments made by the two sides.

Regarding bilateral relations, the king voiced satisfaction over the evolution of ties existing between the two countries and that develop in harmony, concord and the concern to promote a mutually-profitable cooperation.

The king who said Morocco and the USA share the same values and concerns on the need to use all means to reduce international tension spots also lauded the American people exemplary attachment to the values of freedom, democracy and human rights.

Meantime, Moroccan prime minister Abderrahman Youssoufi held a meeting Friday with a visiting delegation of the American Democratic Institute.

The Moroccan official underlined the importance of the training sessions held by the institute for political parties to enable them to play an efficient role in the countries' political life.

He also wished to develop cooperation with north American countries, Map reported.

Leslie Cambell, an official in charge of the Middle East and North Africa at the institute, noted that Morocco is going through a unique democratic transition experience that deserves a close follow-up. He presented to the prime minister the institute's five-year program for Morocco.

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