

Executive Summary

Main 2011 results are:

1. New focus on Youth: i) support to the national process, including youth forums, for the design of the national integrated youth strategy provided Morocco with a strategy encompassing all sectorial and transversal ministries, leading the Ministry of Youth and Sports responsible for the youth programme to officially launch in March 2011 the adolescent-centered SOWC and to host the Arab-League Observatory for Youth; ii) the new constitution institutionalized the creation of a consultative council for youth which has been financially and technically supported by UNICEF through the National Council of Human Rights, which was provided with an extensively researched UNICEF-produced benchmark study; iii) launch of youth councils in 5 child friendly cities increased the local participation of youth; iv) training of 1,730 disadvantaged youth in new technology of information and communication, an outcome of the partnership with DELL- a private sector global company indirectly benefited some 20,000 young people.

2. Equity: The concept is now well endorsed by partner ministries following effective advocacy conducted by UNICEF. Among key developments are: i) the Ministry of Health is conducting a study on health equity and is scaling up its medical insurance for the poorest; ii) in Education, a regional assessment of the causes of school abandonment is being done to help demonstrate that main causes are based in inequity and to emphasise that equity-focused efforts on education quality shall benefit primarily poor children (considering opportunity and financial costs of going to school); iii) a regional forum on equitable social policies is under preparation and will be held in Morocco in 2012.

3. Child friendly cities: Morocco has launched, after a gradual improvement process of local capacity, its Child Friendly City's programme, which is being progressively endorsed by local and central actors, and is being constantly adapted to local priorities. Elected children and youth councils and local convergence of UNICEF programmes are key breakthroughs achieved in 2011.

4. Influence of health policy: i) training of 400 health professionals to implement the new neonatal strategy in two regions; ii) evaluation of the PMTCT pilot project followed by its integration in the national HIV/AIDS strategy; iii) development, validation and adoption of a national strategy on health community strategy.

Main shortcomings were experienced at two levels: i) the review of the National Action Plan for Children during the 13th Congress of the Child proved more complex than expected and while the achievements were noted, it left room for further analysis on gaps and needs; ii) fundraising had less success in that after extensive efforts (3 Natcom visits and 36 proposals), only USD 2.5 million (37% of the office 2011 target) could be raised. This clearly reflects the negative impact of the economic crisis in Europe on donor support.

The most important collaborative partnerships that contributed to achieve significant results for children and women in 2011 were the Ministry of Youth and Sports, the Ministry of Home Affairs, the Ministry of Health, and the Ministry of Education.

Country Situation

Similar to several countries in the region, 2011 has been the "year of youth revival" in Morocco. In direct or indirect response to popular demonstrations (with large youth participation), a new constitution was enacted in June 2011. The new constitution was proposed after long consultations with civil society, experts, representatives from the different socio-economic sectors and political parties. Massively adopted

on July 1 2011, the new constitution enshrines a revised political environment, a stronger accountability of public policies and public servants, creation of consultative councils namely for youth, children and family. It also extended cultural rights, including to the use of Amazigh language, the impact of which on education, especially at primary level, will unfold in the coming years.

The other key political event of 2011 was the holding of national elections, which resulted in a change of government. The new party in power expressed interest in social sector advancement and, among others, nominated a woman as Minister for Social Affairs. These developments are promising for advancing child rights and the wellbeing of children and youth.

Economic growth reached 5% in 2011, but important issues remain, namely reduction of remittances from Moroccans living abroad, budget deficit, growing importance of funds mobilised by the "Caisse de Compensation" aimed at subsidizing basic commodities prices, slow growth in European Union area - Morocco's main commercial partner, reduction of investment from Gulf countries, and persistence of unemployment among the youth (17.6% for 15-24 years versus a national average of 9.1%).

On 4th of June, the 2nd phase of the "National Initiative for Human Development" was launched. With a global budget of about USD 2 billion over 4 years, targeting 701 rural municipalities and 530 urban wards, it aims at reducing poverty and inequalities and can present important opportunities for children's development, if targeting and capacity of local project owners are reinforced.

With respect to children's rights, young domestic workers and their access to justice were leading concerns. Data on child workers gathered by the Ministry of Planning indicated 147,000 workers aged 7-15 years in 2010 (down from 517,000 in 1999).

The draft conclusions of the National Demographic Survey 2009-2010 indicated the following progress in infant, child and maternal mortality with a rate of 30.2/per 1000 live births (LB) for infant mortality (down from 75.7 in 1987), 36.3 for U5 mortality (from 104.1 in 1987), and 112/100 000 LB (from 227 in 2004) for maternal mortality. However, important variations exist in maternal mortality between rural (148/100 000 LB) and urban (73/100 000 LB) settings.

Regarding youth, existing studies and surveys show an alarming lack of involvement of adolescents (10-19) and young people (15-24) in public life. The 2011 the UNICEF MENA Regional Situation Analysis on Youth (2011 Youth SITAN), states that in Morocco 92% of young people 15-24 do not believe in any political party and only 11% have trust in others, a prerequisite for engaging in meaningful civic participation. Low levels of political or civic participation do not imply lack of interest in democratic reform or global citizenship. Some 85% of youth in Morocco place a high value on democracy (2011 Youth SITAN).

The "Arab Spring", including in Morocco, took place through cell phones and social media, particularly Facebook, which has demonstrated how access to IT and information can make youth positive agents of change. While the role of the Youth was a catalyst, it did not necessarily reflect in stronger involvement of youth in public affairs.

A 2011 World Bank study on "Promoting the participation and opportunities of young people in Morocco" clearly indicates "a weak engagement (of youth) in associations of the civil society and few avenues for community participation." Supported by UNICEF and UNFPA in 2007, an earlier study on "The participation of adolescents and youth in the different mechanisms in Morocco", likewise found that less than 35% of adolescents and youth (mostly boys 17-23 years of age) were part of an association and they spent just few hours a month in the associative spaces, mostly sport-related. The above findings point to a need for mechanisms to secure greater visibility and opportunity for youth in public life and a more active role for youth in citizenship.

To address the above issues, the Country Office is working with the counterparts in government and with other partners in pursuit of approaches that can enhance youth participation and the fulfillment of child rights with due respect shown to the strengths and sensitivities of Moroccan society, polity and culture while addressing social norms and institutions that traditionally have tended to discourage autonomous youth voices.

Who are the deprived children in your country context?

Morocco has a population of 31.6 million and is experiencing demographic changes, which increase the proportion of adolescents and youth. There are major challenges to the country's development because of disparities, mainly between rural areas (home to 43 per cent of the population) and urban areas, but more particularly between the richest 20 per cent (with 30 per cent of national income) and the poorest 20 per cent (with 2 per cent of national income). Illiteracy stands at 34 per cent in urban areas but 67 per cent in rural areas; preschool enrolment is 65 per cent in urban areas but under 36 per cent in rural areas; the poverty rate is 4.7 per cent in urban areas but 14.2 per cent in rural areas. Disparities are also seen in the enjoyment of the right to information, despite more diverse information supply channels, including Arabic and Amazigh media. Significant disparities also remain between men and women. Moreover, women's presence in political and public institutions has been improving but very slowly. In 2011, women accounted for 15 per cent of the existing Government positions, and 9.5 per cent of elected members of the parliament. The proportion of women judges in 2009 was 19.7 per cent (only slightly higher than 17.3 per cent in 2003). With a Human Development Index of 0.567 and a gender inequality index of 0.693, Morocco is deemed a middle ranking country, which has several remaining challenges that need further attention. In addition, specific groups suffer from greater neglect and discrimination but very little data is available on them. These include handicapped children, out-of-school children, girls, children in particularly difficult situations (working children), and children from single households and from migrant families.

Data/Evidence

As reported last year, following the Agadir's forum (October 2010), Morocco has re-affirmed its commitment to pursue evidence-based measurement of development, in an effort to also provide alternative figures to UNDP supported "Human development Index",

During the 2011 UNDAF Development, specific efforts have been made – through the creation and empowerment of an inter-agency M&E working group – to ensure that all listed indicators are measurable through existing systems.

UNICEF, which signed a MOU with the Ministry of Planning in 2010, is committed to support these efforts but aims specifically at supporting its counterparts in fine tuning data on vulnerability for better public policies' targeting and response. In some sectors (such as education), UNICEF and its partners feel sufficiently confident on the availability and reliability of existing data to volunteer for a L3 monitoring.

Efforts to support data collection, research, monitoring and evaluation in 2011 included:

- Upgrade of "Municipal Information System" (or SIC) recognised in 2008 as a good practice by UNICEF's HQ – to make it more gender sensitive and adapt it to peri-urban environment, with the support of the DGCL
- Restitution of the budget study initiated in 2009, to provide main partners with evidence and suggestions on how to lobby the Ministry of Finance for child-friendlier budgets
- Continuous support to the National Observatory for Human Development (ONDH), leading to a panel study enabling complementation of regular HCP-conducted studies along a dynamic timeframe (3 years) and local impact analysis of public policies. (This targeting effort from HCP includes UNICEF-supported multi-dimensional poverty survey, which is expected to be released in 2012)
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- Additional support towards expanding the scope of statistics including the development of web-based devinfo platform, that will include regional data (23 regional staff were trained in 2011)
- Reinforcement of routine data, especially in education, where partnership with the Conseil Supérieur de l'Enseignement (CSE) is enabling access to all existing databases along with advocacy done for monitoring and follow up to switch from being establishment- or institution-based to being student-based.
- Support for a survey on the determinants for Health that will serve as a basis for a bottleneck analysis.

As in many countries, the missing data are mostly on Child Protection. The Ministry of Social Development does not possess any data system of its own and currently, efforts to tap the data systems of the police, justice, and health departments not only require considerable advocacy and petitioning but can only yield information on specific cases (mainly manifesting violence against children) thereby failing to capture the entirety of child protection violations.

During the 2011 revision of the National Action Plan for Children, the lack of indicators was identified as a major constraint but at this stage, no comprehensive system is foreseen. UNICEF therefore aims at gathering information through two main channels: local action plans (PACCTE) and thematic studies.

Monitoring Mechanism

UNICEF Morocco, along with the UN system and government partners worked on reviewing and designing new UNDAF, and UNDAF action plans. This gave UNICEF – a core member of the UN joint M&E group, the opportunity to provide its staff and partners with a broader perspective, completed by a UNDAF-related training on results-based management in June 2011. Internally, UNICEF Morocco pursued its efforts towards availability of data on vulnerability and inequities (see evaluation chapter under operations and management).

In concrete terms, the agreements signed in 2010 with the High Commission for Planning and Statistics led to new studies being developed, but also reinforcement of local capacity (see below).

Internal monitoring was maintained through regular review (via CMT) of performance indicators, financial indicators and constant internal capacity building (such as through Morocco's participation in emergency M&E series of e-learning in August 2011)

Morocco volunteered for L3 monitoring on quality education, i.e., monitoring on progress made on specific bottlenecks that impact the quality of education, implying the existence of data, routine systems, quality survey and analysis capacity, and political commitment for transparent M&E.

As already mentioned, challenges include the timely availability of local data, especially pertaining to quality and vulnerability, the complexity of measuring the direct impact of some long term actions (such as municipal development plans), the difficulty in finding some baselines for protection or equity. A specific component of monitoring is field visits, which are becoming both complex and demanding. Multiplication of partnership and convergence as well as increase in partner-initiated events at local level under the decentralisation programme leads to different types of field travel (direct service, monitoring, communication, representation) which require more systematic follow up. The absence of an M&E officer during most of 2011 also imposed an additional burden on coordination.

Support to National Planning

As mentioned in the different programme components, support to partner on data/knowledge management is a key strategy of the Morocco Country Office (CO).

At the cross-sectoral M&E level, the social policy programme plays a lead role. In 2011, the CO supported capacity building of government counterparts in several ways including the training of the Ministry of Statistics staff on Devinfo, sending key staff from the Ministry of Planning to Innocenti Research Center to receive a high level update on multi-dimensional poverty survey. In addition, along with RO support, the CO supported the National Observatory for Human Development in the implementation of their panel study, and in their pilot study for local evaluation of the impact of public policies in Bni mellal Municipality located in Jerrad province (a UNICEF-supported municipality). Support from RO in ensuring quality of evaluations from drafting of the ToR to management response, is also a key way for UNICEF to render technical

support to our partner ministries. The partnership with the "Association Marocaine d'Evaluation" notably was instrumental in the design of the new constitution and shall be pursued in 2012 for targeting more key staff from partner Ministries.

At the sectoral level, efforts were made in education through the new strategic partnership with the CSE, and advocacy for a more "child centered monitoring" (data are being currently compiled using school as a data key). In health, equity survey and support to the National "ENSFP" (MICS equivalent) shall produce data in 2012. In protection, support to Ministry of Health aims at reinforcing its data collection system on child rights violations, while at the local level, efforts are being geared towards improving Municipal Information System, preparing monographs to guide the design of local community plans, and a Municipality-centered SITAN undertaken when a particular city applies for inclusion in the "Child Friendly City initiative". All these measures are helping to provide informative locally based data.

Any other relevant information related to data/evidence?

See programme component on "Social Policy".

Country Programme Analytical Overview

Following its mid cycle review in 2009, the CO decided to prioritize data management/knowledge, capacitation and mobilisation/partnership to assist the Government to progressively focus on equity.

During the new cycle preparation, the office developed a three pronged approach aiming at i) pursuing the support to Morocco in sectors where MDG targets were at risk of not being reached (Education and Health programmes), ii) contributing to the creation of a protective environment for the most at risk children and respond to the ones already in danger (Social Policy, Child Protection) and iii) ensuring that policies developed at national level - often with UNICEF support, are actually implemented at sub national levels in a participative and gender-sensitive way, prioritizing the most vulnerable children, women and other deprived groups.

In addition, UNICEF Morocco decided to launch cross sectoral efforts on : i) systematic advocacy, especially at high political level, including members of parliaments, senior government civil servants, economic council, and political parties, ii) reinforce monitoring to demonstrate impact of social development efforts, eventually leading to the Level 3 strategic results areas monitoring, iii) leverage strategic partnerships, including the use of academic institutions and technical reinforcement for evidence based policy reform especially in the field of equity.

The above efforts are being carried out with minimal funding, since Morocco's middle income status does not attract donor interest in local development and the global financial crisis has impacted existing donors' commitments.

A specific strategic decision was to go for a joint UNDAF Action plan, which reinforced UN coherence and government commitment towards the goals defined jointly between Morocco and UN organisations. Due to its diversified programme and skills, UNICEF was a strong leader in the planning, development, coordination, programmatic development and actual redaction of the UNDAF action plan, being in addition particularly active in chairing the UN Working Groups on Communication and Youth.

The above efforts resulted in in 2011 in a new focus on youth, substantial progress on equity agenda (in Education, Health, Social Policy, Local Development, Child Friendly Municipalities and Field Convergence) and intensive effective advocacy for advancing child rights.

Effective Advocacy

Fully met benchmarks

Advocacy in 2011 has been an intensive and structured priority. The advocacy was conducted at both national and local level through multiple channels, platforms and audiences groups and focused on the most vulnerable and excluded.

With the Government, a mix of specialised thematic and more upstream advocacy was conducted. Among others, strong advocacy with the Ministry of Health was undertaken to produce strategic information about equity in the Health sector resulting in a study on equity, which is ongoing. Sustained advocacy jointly by UNICEF and UNFPA to build a National Integrated Youth Strategy respecting principles of inclusion, communication and participation of all stakeholders including youth led to the convening of the Moroccan Youth Summit in May 2011 at which the UNICEF's Deputy Regional Director delivered a strong message about youth rights and role.

To advocate with the Parliament, UNICEF combined with the National Observatory of Child Rights to specifically gear efforts toward the House of Councilors. A specific advocacy kit was distributed to each of the 270 members of the House and a meeting was organized with members of the Human Rights, Legislation and Social Affairs Commissions. Vigorous advocacy was also undertaken in relation to the 13th National Child Congress whereby UNICEF along with NGOs advocated to tackle disparities and to update the National Child Action Plan based on the conclusions of the Action Plan's midterm review.

In addition, the office demonstrated a strong capacity to adapt its actions to the evolving political context. Following the Arab Spring, when a commission was set up in March 2011 to draft a new constitution, the CO prepared a briefing note that was shared with the members of the commission. The note advocated for two key points: to include in the constitution the principle of Equity and the creation of a National Youth Council. It is gratifying to note that the new constitution adopted by referendum in July 2011 is based on the principles of Human Rights and integrated the principles of equity and equality. It also provided an article specifically dealing with the creation of a "Youth and Associative Action Council".

This political advocacy was reinforced during the early election campaign in October 2011. The CO designed a Kit based on HRBA with suggested actions for each child right and shared it with all political parties to sensitize them about children's issues and actions to tackle current gaps that they should include in their campaign manifestoes.

Advocacy was also undertaken with the CO reaching out to the general public on Horn of Africa Support. Following the Fukushima events, a special initiative was set up enabling school children from Morocco's a Hoceima Region to send Japanese school children 'thank you and good hope' notes as a reciprocal gesture for support received during the 2006 earthquake from Japan.

Changes in Public Policy

The year 2011 was the concluding year of the country programme and was marked by national election and other pressing political events. Even so, UNICEF along with partners was able to contribute effectively to Public Policy Development in key programme sectors as seen below:

In **Health**, implementation of the national strategy for neonatal care was supported in two poorest regions focusing on the development of the capacity of health professionals. The development of a national strategy for inclusion of children at risk within HIV/AIDS programmes was also supported by UNICEF. Sustained advocacy for reorientation of policy towards equity pushed the Health Ministry to launch an

equity-focused survey on social determinants of Health. The Ministry also focused on equity in its survey on household health expenditures.

In **Education**, by integrating the education programme component with the "emergency plan" for education adopted by the Government, UNICEF was able to directly impact the equity aspect in education policy. Continuing to pursue advocacy towards more equity in access, a better quality and governance, the CO launched a specific partnership with the Education Superior Council (CSE), a key entity for education public policy design, and with the newly created "Division of Quality" within the Ministry of Education

In **Social Policy**, efforts were geared to reinforcing the emphasis on the ownership of key approaches, such as the multi-dimensional poverty study or the technical support to the ONDH (National Observatory on Human Development) to guarantee that public policies were targeting the right beneficiaries, i.e. the most vulnerable children, women and other underserved groups. Action initiated on budget analysis and budget reform shall also have direct impact on public policies.

In **Child Protection**, UNICEF's constant support was instrumental in organising the 13th Congress of the Child, which led to the revision of the National Action Plan for Children, a unique tool for cross-ministerial child policy formulation and implementation. A new quadripartite National Protection Strategy is being launched jointly by the Ministry of Social Affairs, the National Observatory on Child Rights, the Spanish cooperation and UNICEF.

On the programme sector dealing with **Youth**, the new "Integrated Youth Strategy", developed with strong advocacy and technical support by UNICEF, offered the first integrated response to the demands and issues of Youth and ensured the involvement of 16 sectorial ministries.

In **Local Development**, the standardisation of UNICEF-supported tools for local participation offered a concrete basis for implementation of local policies, too often limited in the past with ambiguity and lack of concrete measures, which made it difficult to achieve measurable progress in the fulfillment of the rights of children and women.

At the **cross-sectoral** level, partnerships with the Parliament, advocacy towards key political parties competing for the election and inputs in the new constitution framing processes had important results. Technical and financial support from UNICEF, for instance, was the main force driving the creation of the Constitution-backed new Consultative Council for Youth and Local Associations.

Leveraging Resources

Considering Morocco's Middle Income status and the meagre share of ODA in the national budget (<2%), UNICEF Morocco faces an exceptional challenge and strategic obligation to leverage resources. Accordingly, the CO uses an incremental advocacy strategy to promote and achieve gains for children without incurring extra financial obligations. The focus on strategic advocacy in 2011 entailed various measures including i) supporting data collection and strategic analysis (sectoral programme but more specifically Social Policy programmes) to produce strategic information to be used for advocacy to influence national policies and strategies as well as budget allocation, ii) identification of key political partners for upstream advocacy with information kits to ensure that politicians and public partners can explain and defend child-related issues, iii) strategic support to better targeting of policies and programmes prioritizing the most vulnerable children, women and other groups, and iv) support toward optimal budget allocation.

The targeted spending approach is critical to Morocco which, in contrast to several countries in the region, does not benefit from oil or gas-related revenues and as such can only afford a moderate national budget (Dh 300 Billion, i.e., USD 45 billion) out of which 86 per cent is spent on salaries and 10 per cent spent on "compensation" (subsidies on basic commodities). Education receives the main share of the budget (Dh 47 billion) and Health is the third highest with Dh 11 billion). Therefore, advocating for "more resources" to be

allocated to the social sector is likely to be ineffective. Instead, a sounder more pragmatic alternative is to advocate for a more targeted approach towards social protection's beneficiaries and a more "child centered" budget. These efforts, complemented by capacity building at local level for more accountability and more strategic use of funds, are being and will continue to be pursued. Some positive outcomes from these efforts are already seen, for instance, in the Tayssir programme (cash transfer to families to foster child's retention in primary school and lower secondary school) or in some targeted components of INDH (National Initiative on Human Development).

On more "traditional" leveraging, local development programme succeeded in receiving funds from both government and regional partners (USD 400,000 in 2011). The above funds helped in effective execution of the UNICEF supported Local Development Programme piloted in some rural municipalities, which is now being scaled up by the Ministry of Interior in all 1,500 municipalities of the country. Several innovative approaches developed during the current cooperation cycle 2007-2011 in Health, Education, Child Protection and Local Development have been integrated in National strategies and replicated nationwide by the Government using its own funds.

Additional targets for leveraging funds in 2011 were the private sector the general public on the Horn of Africa crisis.

Capacity Development

Fully met benchmarks

As can be seen in each programme component and in the analytical overview, Capacity development (with emphasis on data/knowledge management and mobilisation/partnerships) is the second core strategy of UNICEF Morocco. Sectorial ministries are usually the main beneficiaries of capacity development, but over the years, the CO has aimed at widening the scope of this strategy, to also include local authorities, NGOs, media, children and youth themselves.

In **Health**, the training of 37 health professionals took place in the province of Al Haouz for integrated management of 0-5year old children's health problems including counselling for the parents about care and measures to be taken at home. Additionally, the CO supported the training of 29 health professionals in the province of Essaouira on the quality approach to child and maternal care, training on newborn care for 217 midwives, 76 general practitioners in rural areas and 4 pediatricians from regional hospitals in pilot sites, training of 194 managers in the region of Guelmim Smara on the implementation of the medical insurance scheme for the poor, and training for all regional teams on the management of new vaccines - Pneumo and Rotavirus.

In **Child Protection**, UNICEF supported the Ministry of Justice to organize 4 regional training workshops that targeted 522 actors (judges, prosecutors, clerks and social workers) in Fes, Marrakech, Oujda and Tangier regions.

In **Local Development**, for capacity building, 841 officers (municipal / provincial) from 7 provinces of Oriental were trained on integration of children's and women's rights in PCD (Municipalities' Development Plans). Another 220 municipal and provincial officials, 300 representatives of civil society and 50 local authorities were trained on the creation of local Gender Commissions. A pool of 20 municipal officials and provincial officials trained in the PCD formulation process shall enable further peer-to-peer training. Local NGOs and their members managing community-led projects were also trained to be able to propose sound funding proposals and reinforce their self-reliance and sustainability.

In **Social Policy**, capacity was reinforced on Devinfo, but more importantly, a senior delegation from the Ministry of Planning participated in a high-level technical session on multi-dimensional poverty and disparities studies held at the Innocenti Research Centre in Italy. . During UNDAF's preparation, training was also provided on human rights approach to development as well as on results based management.

In **Advocacy**, following the National Summit of Youth, the CO supported the Ministry of Youth and Sports to carry out training in Journalism of 180 young people from different cities. The training aimed at empowering youth to become positive agents of change to contribute to the country's progress. More than 600 youths were trained on new technologies while 100 were given training directly linked with local employment in the Nador Region. As part of their training, the participants created spaces of communication and debate on the Internet, along with Facebook pages and Blogs.

Communication For Development

Mostly met benchmarks

C4D is a key strategy in Morocco, which is a Middle Income Country where some development issues remain that need to be tackled not only at the local government level but directly within the society, enabling societal values to promote greater respect for the Rights of the Child. To carry out the above strategy, specific capacity reinforcement took place, not only benefiting UNICEF Morocco staff, but also staff from neighbouring UNICEF offices (Algeria) and partners.

The Child Protection programme component pursued the pilot project on 'Preventing abandonment of Children' initiated in 2010 in Marrakech. The project consists of two main components. The first component aims at providing psychosocial support and counselling services to single mothers as well as girls at risk, enabling them to avoid unwanted pregnancy and child abandonment. A dedicated center has been established within LMPE (Moroccan League for Childhood Protection) office, the NGO leading the project, in Marrakech and is currently offering these services. The project's social workers, with the support of local NGOs, have succeeded in dealing with different problematic cases. A supportive comity including Media, Ministry of Health, Police department, Ministry of Education and local civil society representatives has been established.

The second component of the project encompasses awareness raising activities to prevent unwanted pregnancies. The campaign is targeting high schools as well as different zones where young girls meet. The purpose of these activities is to make girls and boys more aware of the risk of unwanted pregnancies and the consequences of abandoning children. A film documenting the project is under production.

An important Health programme intervention is related child and maternal mortality prevention. An evaluation conducted in 2010 emphasised the importance of ensuring the sustainability of Dar Al Omouma (DAO), waiting houses for pregnant women in rural areas, and to diversify its services. Within the UN MDG Campaign 2010 – 2015 framework, UNICEF led the first ever Private Sector Forum to be organised in support of the acceleration of MDGs achievement. The focus of the forum was on MDGs 4 and 5 and Dar Al Omouma was identified as the most suitable local initiative to support. The process of convening this forum involved all stakeholders including the representatives of Dar Al Oumouma associations. At the end of the forum, seven national and multinational companies signed with UN a public engagement to support seven DAO.

In relation to youth, as a consequence of the Youth Summit organized in May 2011 with UNICEF's and UNFPA's joint support, and to further mobilize youth around key issues concerning youth, 180 young people including from vulnerable districts were empowered in the use of media to enable themselves to

express their opinion and to continue to be an active agent in the process of finalization and implementation of the National Integrated Youth Strategy.

An important initiative of the C4D action plan, the National Breastfeeding Campaign, was postponed due to changes in government, and will be taken up again in 2012 as a priority.

Service Delivery

Fully met benchmarks

Morocco being a Middle Income Country, direct service delivery on UNICEF's behalf is relatively limited, yet exists since field based experiences do have vocation to become pilot and then policies, or since specific projects and programmes require UNICEF's staff specific skills for a limited duration or geographical area

In Education, support to the Education Divisions in six regions (administrative divisions at the sub-national level) included some direct assistance, especially in the testing of quality tools to make schools more child-friendly (30 schools were targeted, from primary, secondary and non-formal level). The CO also supported the piloting in 80 schools of a "personal project" (whereby each pupil is offered the opportunity to implement an activity putting into practice his or her own skills).

In Child Protection, UNICEF Morocco, with the support of the National Committee and the National League for the Protection of Childhood (LMPE) supported a project aiming at preventing abandonment. This programme, specifically targeted to take into account the local dynamics of Marrakech, will be pursued in combination with the "Safe cities approach" supported by UNHQ, considering the latter's impressive success and cost effectiveness. A peer-to-peer knowledge-sharing approach took place, targeting young girls at risk of unwanted pregnancy, and jointly creating a C4D approach to ensure that the subject does not remain taboo.

The support to Local Development includes a strong direct delivery component, especially in terms of direct training of local staff, provision of basic equipment to some community-initiatives and institutions namely the waiting houses for pregnant women, and the preschools (with equipment provided by UNICEF).

Another example of direct delivery can be found in several youth oriented programmes, either in the North (Youth Social Inclusion in Nador province) or in Casablanca. The youth training programmes manifest two interesting but different approaches. The first one, initially aimed at creating "young journalists" was assessed by UNICEF and reoriented towards a training programme more adapted to local needs (i.e. building skills) combined with key value messages. In Casablanca, the project's concept of training vulnerable youth on basic computer skills did not initially fit in with the local context but after an evaluation and the forming of new partnerships, the training is moving towards a pre-employment class, selecting the most motivated and capable vulnerable youths and enabling them to access upgraded advanced training to which access earlier was impossible.

Strategic Partnerships

Fully met benchmarks

2011 was a key year for partnership building which importantly led to the new UNDAF Action Plan, the first coordinated plan ever in MENA region to include all UN Agencies and more than 17 partner ministries. Aimed at ensuring reinforced coordination both at governmental and UN level, this partnership despite its complexity, presented a key opportunity for the CO to lobby and advocate for children's rights and ensure that every development partner would be on board not only in respect of general principles but in concrete terms of an actual joint work plan.

2011 was also a "Youth oriented year" and partnerships with the "Programme Concerte Maroc" in addition to the joint MYS - UNFPA/UNDP/UNICEF initiatives, enabled direct access to Youth associations.

Partnership is considered pivotal to programme implementation and to improve the fulfillment of child rights in Morocco. At the end of 2009, the office conducted an evaluation of its partnerships and elaborated a response management covering two years: 2010 and 2011. The implementation of the response management started in 2010 and continued in 2011. The action plan covered 3 levels of intervention: i) elaboration, analysis, policy monitoring and advocacy, ii) social mobilization; iii) fundraising and expertise contributions. All key planned actions of the management response plan to partnership evaluation's findings were implemented.

New partnerships with the Conseil Supérieur de l'enseignement (CSE) enabled UNICEF to access new equity data and to become a pilot for Level 3 monitoring of strategic results areas (SRA). The reinforcement of partnerships with the Entraide Nationale and programme partners ensured convergence of programmes in one pilot region that committed to a strategic partnership at local level to ensure that plans and policies are actually implemented in a better, more coordinated manner. This included an agreement with Artgold (a UNDP-backed programme aiming at urban development), UNWomen, and UNHabitat, to develop a pilot approach to protect women and children against abuse and exploitation. As described in advocacy section, partnerships with Parliament, parties, CNDH, media were instrumental to promote rights of the child in this key post-Arab Spring election year. UNICEF pursued the recommended actions with the University Hassan II of Law in charge of the production of the report on the Media (an important partner with 20 activities being jointly undertaken this year) and children.

With regard to civil society, an important partnership with the National Association of Evaluation (AME) was strengthened. AME was an important actor during the preparation of the Moroccan's new Constitution to advocate for the principle of the Evaluation of public policies. National Observatory for Human Development was an equally significant partner as it worked closely with the CO in persuading the Ministry of Planning to adopt the integration of data on equity and child poverty in national planning.

With the private sector, in addition to its DELL supported AENTI project (see service delivery), UNICEF led a UN action on partnering with private sector. Although only seven companies agreed at the end of the specially convened private sector forum to be engaged in supporting the achievement of MDGs, the model developed provided different lessons learnt that will help to adjust our future approach with the private sector.

Mobilizing Partners

The country programme continues to rely heavily and foremost on partnership with the Government to implement its country programme, as per Paris declaration and in line with the structured strategies for advocacy and partnerships delineated in other sections.

Nevertheless, the existence of a strong and important civil society in Morocco as well as the exposure of the population to the external world, either through family links (3 million Moroccans, i.e., 9% of the total population, being expatriate) or through media (cable or satellite TV representing 65% of the market) create opportunities for Social Mobilisation. Traditionally "campaigns" emanating from the Government tend to use conventional means such as posters or TV spots. More recently, the Ministry of Youth and Sports launched a more modern initiative "Chababna" (or Youth) supported by UNICEF, to reach Youth through

various communication channels including social networks, targeted publications, or through national events such as the "National Prize for Youth" (awarding prizes to youth selected from the entire country for top performance in five areas namely, theater, music, innovation, entrepreneurship, and arts). Even so, radio or traditional print media remain useful, as was demonstrated during the efforts launched to mobilise funds for the Horn of Africa.

In addition to the above efforts for mobilizing civil society at the macro level, an important initiative is the CO's focus, through its local development programme, on mobilisation of local civil society, elected officials at the municipal level, along with municipal civil servants for the realisation of the rights of the child especially through an equity approach. This engagement at the local level is likely to be beneficial both in terms of outcomes and as a model for best practice.

In pursuit of its role as knowledge manager, the CO continues to sensitize and mobilize partners through briefing kits adapted to the partner (whether donor, political party, media, internal UNICEF RO or HQ) and by preparing and sharing funding proposals (36 in 2011) with partners at all levels, explaining the main challenges faced by the children and women of Morocco.

Knowledge Management

Fully met benchmarks

As reported last year, following the Agadir's Forum (October 2010), Morocco has re-affirmed its commitment to pursue evidence-based measurement of development, in an effort to also provide alternative data to UNDP's "Human development Index" which does not fully reflect the efforts made by Morocco.

During the 2011 UNDAF development process, specific efforts have been made – through the creation and empowerment of an inter-agency M&E working group – to ensure that all listed indicators are measurable through existing systems.

UNICEF signed a MOU with the Ministry of Planning in 2010, and is committed to support these efforts but aims specifically at supporting its counterparts in fine-tuning data on vulnerability for better public policies targeting and response. It is important to note that in some sectors (such as education), UNICEF's partners feel sufficiently confident on the availability and reliability of existing data to volunteer for a Level 3 monitoring.

Efforts in 2011 on knowledge management included:

- upgrade of "Municipal Information System" (or SIC) – recognised as a good practice IN 2008– to make it more gender sensitive and adapt it to peri-urban environment, with the support of the DGCL
- restitution of the budget study initiated in 2009, to provide main partners with evidence and suggestions on how to lobby towards the Ministry of Finance for child-friendlier budgets
- continuous support to the National Observatory for Human Development (ONDH), leading to a household panel study enabling complementation of regular HCP-conducted studies along a dynamic timeframe (3 years) and local impact analysis of public policies
- This targeting effort from HCP includes UNICEF-supported multi-dimensional poverty survey, which is expected to be released in 2012
- Additional support towards the direction of statistics includes the development of web-based Devinfo platform, that will include regional data (23 regional staff were trained in 2011)
- Routine data are reinforced, especially in education, where partnership with the Conseil Supérieur de l'Enseignement (CSE) enabling access to all existing databases and advocacy done for monitoring and follow up to switch from being establishment based to being student-based.

- In Health, data focuses on epidemiology and UNICEF therefore supports a survey on the determinants for Health that will serve as a basis for a bottleneck analysis.

As in many countries, the missing data are mostly on Child Protection. Ministry of Social Development does not own any data system and current efforts to cross the data systems from the police, justice, health still require important advocacy and shall only give information on specific cases (signalled violence against children principally) which does not reflect the entirety of the situation.

During the 2011 revision of the National Action Plan for Children, the lack of Indicators was identified as a major constraint but at this stage, no comprehensive system is foreseen. UNICEF therefore aims at gathering information through two main channels: local action plans (PACCTE) and thematic studies.

Human Rights Based Approach (HRBAP) to Cooperation

Fully met benchmarks

The development of the 2012-2016 UNDAF and UNDAF action plan was based on HRBAP and UN staff participating in the exercise received refresher training in May 2011.

In addition, the HRBAP continues to be a core priority for the office, and is reflected in efforts made in all programme component sectors including social policy (multi-dimensional poverty survey, panel survey), health (inequities in health), education (study on causes for abandonment, level 3 strategic result areas in monitoring) and child protection (local studies on capacity at municipal level) to specifically target the most disadvantaged.

The National Action Plan for Children (PANE) is being revised to fully align it with the rights of the child, and a close cooperation continues with National Council on Human Rights specifically ensuring their support to the CRC report.

In addition, the local development programme component, which aims to mainstream children and women's right in the local policies, has imparted training on human right norms and principles with a focus on equity and non-discrimination to 480 new officers/civil servants and elected women from 106 municipalities, along with 70 representatives of decentralized government services and NGOs (Eastern region), involved in the preparation of municipal development plan (PCD^[1]), supported by UNICEF. The programme has also pursued the capacity development of 20 local trainers, with the aim to have a critical mass of facilitators to train others.

Within the framework of Child and Youth friendly municipalities project (CAEJ^[2]), the office has trained 150 youth and children, especially those who sit on Municipal Youth Council (30 persons per pilot municipality) to ensure the promotion of the Child Rights Convention at local level, especially in schools.

To capitalize this experience, a training kit, on how to mainstream human rights norms and principles in local governance system, especially in the municipal development plan (PCD) was finalized in order to be used at the national level.

This programme component is also a leader in terms of local participation, since local Youth Councils, Local Commissions representing women and vulnerable groups are fully integrated into the local development of municipal plans (in above-mentioned 106 municipalities) that identify and target their own priorities for development.

Out of five PCRs (Programme Component Results) planned for the cycle 2012-2016, four were rated

"Significant" for equity and one was rated "Principal".

[1] In French, Plan communal de Développement (PCD)

[2] In French, Communes Amies des Enfants et des Jeunes (CAEJ)

Gender

Mostly met benchmarks

Gender equality continues to be systematically and explicitly integrated across all programmes.

In **Education**, technical assistance to counterparts at national and regional level, focused on building engagement, awareness and capacity in terms of gender mainstreaming, and on concrete interventions that helped to improve primary school enrolment and retention rates for girls, particularly in rural areas. The programme played an important role in advocating for gender-based analysis of curricula, and strengthening capacities to integrate human rights and gender equality in the pedagogy and implementation of integration.

The **Local development** programme has supported during 2011 a variety of initiatives. Importantly, 106 urban and rural communes in the Eastern Region were supported to ensure that gender equality issues are effectively incorporated into governance and process of elaboration of local development plan, in compliance with the provisions of the Communal Charter. In addition, 20 local workshops on human rights and gender mainstreaming were held to reinforce gender sensitive capacities of municipal and provincial officials and representatives of civil society. The trainings equipped the local stakeholders with ability and knowledge to formulate a local development plan and to establish the Committee of Parity and Equal Opportunities, a governance mechanism to assess and promote gender mainstreaming at the commune level. The Municipal Information System was also upgraded to become more gender sensitive and inclusive.

In 2011, the CO was selected for a NYHQ-driven initiative launched in cooperation with UNWomen and UNHabitat on "Women's and girls' safe cities". The CO will adapt the lessons learned from the CAEJ initiative to this new initiative for effective tackling of gender issues in the cities.

Within the framework of the UN Joint Programme to fight against gender-based violence through the empowerment of women and girls in Morocco, to help incorporate and implement the gender-sensitive national policies in regions, the Ministry of Justice was assisted, through the "convergence initiative of CP" to elaborate a sub-national plan for action to coordinate efforts of stakeholders in the area of eliminating violence against women and girls. The process provided opportunity to enhance collaboration between institutional and local associations to prevent gender based violence, consolidate institutional responses and channels of violence case management, and advocate for putting in place adequate resources and required expertise at the local level.

Increased emphasis was put on Youth participation with specific guidance given to Ministry of Youth and Sports to include specific quota of girls during the consultation for the National Forum for Youth to design the National Youth Strategy.

All biannual action plans signed by UNICEF with its national counterparts are checked by the Gender Task Force for their compliance with gender mainstreaming criteria.

Environmental Sustainability

Initiating action to meet benchmarks

The Ministry for Forestry, Water and Fight against Desertification considers 93% of the national territory as vulnerable, because of desert extension, reduction of forest coverage, increased salinity of soils, agricultural practices, demographic changes, droughts and paradoxically floods and violent rains, which erode the meagre soil, especially in mountain areas.

Against these multiple challenges, UNICEF Morocco considers environment as a cross-sectoral issue, integrated into all programmes – which also enables it to overcome fundraising difficulties for this specific sector. In 2011, the CO engaged in the following environmental activities:

(1) Support to the UNDAF's development, the fifth component of which focuses solely on environment and the support to the implementation of the national charter for environment.

(2) Direct action at local level through the "Local Development project" which enables action at four different levels: (i) through a locally designed (municipal level) situation analysis, the exact scope of risks and perception by local inhabitants of required actions is exactly mapped; (ii) by local communication and awareness, Local Youth Councils and Commission for Gender and Equal Opportunities bring the issue of water and desertification in the local debate (women being the ones who still have to fetch water or go farther to pick up wood for fuel and bushes to feed cattle); (iii) during the design of local municipal plans, by getting all local services (Education, Health but also Equipment, Electricity, Forestry, Water departments) to gather together to provide inputs to the local plan along with a converging response; and iv) through the school-based WASH programme which improves the school environment. (In 2011, the WASH programme, with the support of Lithuanian National Committee and German National Committee, continued to help improve water and sanitation in schools. (In 2008 14,900 rural schools had no access to water). The CO also continued to explore partnerships with local-based NGOs to ensure that local management of water is made sustainable.

(3) Education: A partnership was signed with the Swiss Cooperation on school-based disaster reduction project that will complement pilots initiated in 6 regions in the 2007-2010 cycle to insert in the regular local curricula a component to raise awareness about harmful practices.

South-South and Triangular Cooperation

UNICEF Morocco pursued its strategic efforts to benefit from its specific situation at the crossroad between Africa, Europe and the Middle East and its multi-language skills (Arabic, French, Spanish being widely spoken in the country) to gather and share experiences, practices and key messages as seen below:

1) The Child-friendly City Initiative's experience was shared with UNICEF Senegal and UNICEF Morocco at the Bali conference on Child Friendly cities, where the CO presented the specific ingredients of the Moroccan approach (strongly backed by central authorities to be used as a tool for decentralisation).

2) Specialists from the Ministry of Planning were sent to Tunisia upon a request from UNICEF Tunisia office to lead a forum to discuss interventions on multi-dimensional poverty measurement. The above forum was found to be extremely useful and will be followed up by a regional forum on social policy, jointly organised with the Regional Office, in Morocco in May 2012.

3) Increased advocacy with ISESCO, an organization similar to UNESCO set up for educational

advancement specifically of Muslim countries, with which UNICEF signed a global partnership agreement in 1996. Current discussions with ISESCO are focused on ECD and Youth support.

4) Support to a Youth Forum in Tunisia in December 2011, jointly organised with the CECA and also to the design of the Youth Observatory of the Arab League.

5) UNICEF Morocco's staff support to humanitarian operations in Tunisia and Sudan, and continuous cross-regional bridge building (especially with WCARO).

Country Programme Component: Children's and women's health

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Vulnerable populations have better access to maternal, neonatal, postnatal, and nutrition care and the principle of equity is reinforced in health programmes and health policies		3 FA1OT2, FA1OT4, FA1OT6, FA1OT7, FA1OT8, FA1OT10

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	1728200.00	207904.00	196416.00	94.47
RR	205000.00	281285.00	281164.00	99.96
Total	\$1,933,200.00	\$489,189.00	\$477,580.00	

Results Achieved

In 2011, the programme achieved the following progress along its six intermediate results (IRs):

IRs 1&2 - Reinforced capacity for quality neonatal care

The low ranking of Morocco in International Development Index (130 in 2011) is mostly caused by its still high (albeit improving) maternal and neo natal figures. As most infant deaths occur during the first few days of the infant's birth, training of practitioners on infant care becomes critical. , Accordingly, 37 health professionals in the province of Al Haouz were trained for integrated management of health problems of children 0-5 years of age including counselling the parents about care and measures to be taken at home (since going to the nearest health center will cause delay). Additionally, 29 health professionals in the province of Essaouira were trained on quality child and maternal care, and 217 midwives, 76 general practitioners in rural areas and 4 pediatricians from regional hospitals in pilot sites were trained on newborn care.

Jointly with WHO, the CO supported the revision of national guidelines on antenatal and postnatal care, along with the production of a guide for assessing quality of maternal and child care in basic health services, and of 1,280 guides and algorithms of the integrated management of childhood illness.

IR 3 - Reinforcement of equity in Health The strategic undertaking of a SITAN on Equity in Health and support to the important study of Household Expenditure will provide for the first time data on bottlenecks in access to Health. In addition, the training of 194 managers in the region of Guelmim Smara on the implementation of the medical insurance scheme for the poor and the elaboration and validation of a national community health approach will ensure a more responsive and effective local health service in vulnerable areas.

IR 4 - Inclusion of vulnerable children in National HIV/Aids strategy:

The development of a specific strategy for the protection of at-risk children and adolescents as part of HIV / AIDS prevention is ongoing.

IR 5 - Implementation of the National Strategy for Nutrition

The elaboration and validation of a national strategy for nutrition was a key achievement following 2010's breakthrough on nutritional data (indicating 18% stunting in Moroccan children). The strategy was accompanied and reinforced by the adaptation of training modules on counselling for infant and young child feeding and development of didactic support on nutrition and breastfeeding.

IR 6 - Tackling emerging and new diseases

Training of all regional teams on the management of new vaccines- Pneumo and Rota enabled Morocco's health system to pursue its adaptation to new diseases and treatments.

Most Critical Factors and Constraints

The programme faced complex constraints in 2011, which impacted its implementation capacity.

The mobilization of our government partners was hindered by other pressing national priorities delaying the progress of some key activities, including the implementation of regional nutrition plans, the introduction of neonatal deaths audit, and the assessment of experience with implementing the quality of care for children and women approach.

The changes in personnel holding key positions of responsibility at national, regional and provincial levels was an additional factor in delaying the implementation of the 2011 Action Plan.

The elections held in 2011 also had an impact on the completion of activities in the last quarter of the year. The briefing of the new Minister and staff shall be a priority in 2012.

Key Strategic Partnerships and Interagency Collaboration

The programme pursued its traditional partnerships with the Ministry of Health –as well as with the WHO and UNAIDS, and contributed to the formulation of the UNDAF and UNDAF action plan.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

New Health Data: In 2011, new data was provided by the demographic survey conducted by the High Commission for Planning. The Ministry of Health conducted a family health survey but the report will be published early in 2012. These data will allow UNICEF to update the situation analysis on children and women in 2012.

Evaluation of PMTC:

It emerged from this evaluation that the health staff has finally accepted PMTCT intervention in the health centers, that women have also responded positively to the proposed HIV-related test (acceptance rate 74.6%) and that its implementation has not had a negative impact on attendance at antenatal care services/centers. The experimental phase has confirmed the merits of adopting the approach to prevent transmission of HIV from mother to child, with due respect for privacy and confidentiality, in compliance with ethical standards.

Community-based Health:

A model of community-based health approach to support the actions of the Ministry of Health has been proposed based on the following criteria:

- Community action is encouraged to ensure its participation in decision-making and in the establishment, development and evaluation of interventions.
- The establishment of the model requires flexibility, given the collaboration of various partners, the diversity of communities and the range of available resources.
- The health community should promote equity in health, through generating community support and action to promote access to health services for communities at-risk.

- Partnerships and collaboration at the community level are essential to the implementation of a full range of effective and coherent initiatives in HIV/AIDS prevention and health promotion.

Although the above model was integrated within the MoH's presentations to partners, as a potential way to complement the hospital-based approach, its final acceptance and authorization for implementation are under consideration by the Ministry.

Future Work Plan

The development of the UNDAF, undertaken with full participation of local partners, identified the following evidence-based priorities, which shall constitute our joint annual work plan:

1- Focus on health equity by implementing the conclusions and recommendations of the current study on Equity in Health. Important efforts are being made for the improvement of the situation of women and children but the Health sector still suffers from some inequities, especially in the determinants related to health demand and supply. Poverty, isolation, traditional beliefs, staff presence, accessibility and quality response, and availability of affordable drugs all impact on Health equity. The next year, 2012 will offer the opportunity to launch concrete response to the above issues based on factual data and analyses.

2 - Priority for the implementation of the national nutrition strategy in two pilot areas. As mentioned earlier, malnutrition is still widespread and is directly related to equity issues. More importantly, its long-term impact on Health, Education and Development should make it a national priority. Past experience has demonstrated the limitation of food fortification (although it remains important) without the involvement of trained staff with clear messages and strategies at the local level. The two pilot areas selected for implementation of nutrition strategy will help in proving that nutrition issues can be dealt with at the local level, and demonstrate that nutritional improvement at the community level is an important vector to reduce inequities.

3- Continued support to the national strategy for neonatal health in two regions. As mentioned above, inadequate neonatal health manifest in high neonatal mortality undermines the aggregate human development status of Morocco, in addition to its direct deleterious impact on children and families. The highly technical nature of neonatal care necessitates continuous basic training of all Health Staff in vulnerable regions, especially considering the low availability of specialist paediatricians in the remote areas of Morocco. 4 - Support to Ministry of Health in the integration of a specific new approach to children and adolescents in a precarious situation in the national fight against AIDS plan. While Morocco's HIV/AIDS prevalence rate is still considered "low", it specifically impacts at-risk groups. While past and current efforts are focused on "MSM" (men having sex with men) or sex workers, it is becoming increasingly clear that vulnerable adolescents are at growing risk of contracting HIV especially as Health policy does not always include specific strategies enabling them to receive prevention, testing and treatment.

Country Programme Component: Quality education

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Strategies for the quality of education are developed, tested in the target regions, and implemented under the Emergency Programme of the Ministry of Education		2 FA2OT2, FA2OT7, FA2OT3, FA2OT4

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	1880000.00	657940.00	657940.00	100.00
RR	280000.00	250235.00	250235.00	100.00
Total	\$2,160,000.00	\$908,175.00	\$908,175.00	

Results Achieved

UNICEF led the process of planning UNDAF 2012-2016 in education and training, resulting in i) reinforced coordination amongst UN agencies and with Government, ii) reinforced equity focus, gender and results based management, iii) clearly positioning education as a UNICEF priority in Morocco, including adolescent development, and iv) participative planning and as consequence stronger ownership of national partners.

In addition, under its quality education project: - The pre-school grid, a tool for participative quality improvement, is finalized based on the field test in 2 regions. This tool helps mobilize stakeholders such as teachers, parents and children in order to identify quality-related problems and develop an improvement plan at the local level. Educators are trained on the pedagogy based on the rights of the child and use pedagogical kits produced by the programme. These actions contribute to reinforce the management and the quality of teaching in pre-school and will serve as a reference for future development of curricula and training programme.

- As part of the pedagogical reform, capacity of curriculum developers is reinforced to integrate regional context (including Amazigh language), human rights and gender in teaching materials. This operation contributed to make learning contents more pertinent vis-à-vis child rights and the context of the most vulnerable children.
- For the operationalization of the national strategy to end violence in school, which was developed with UNICEF's support, a guidebook for school directors has been produced and tested. This guidebook provides orientations for school level actions to prevent violence and protect victims.
- Pedagogical tools to prevent risks and promote security at school are finalized based on UNICEF's emergency intervention in the past and adapted at the national level to complement the manual of security in school. This project contributes to reinforce the school environment to be safer and more child-friendly.
- Morocco launched the National Forum of Education for All and reinforced the coordination and monitoring of EFA action plan. With the support of UNESCO and UNICEF, the MoE has successfully mobilized different stakeholders from within MoE as well as from other key sectors such as health, social development, employment, etcetera, and also from civil society. It is expected that this initiative will reinforce the systematic monitoring of the education policy's implementation and the multi-sectorial coordination, assisting the Level 3 strategic results areas (SRA) monitoring capacity.

Life Skills Project

- The methodology and tools to monitor life skills acquisition was finalized in 2010, and the department in charge of evaluation was requested to integrate life skills in curricula and tests in the future. Integration of life skills in education, through the developed methodology, will make education more relevant for skills and competencies desired by young people and demanded by the job market.
- Manuals for teacher and children on the 'personal project' are institutionalized and extensively implemented. Tools targeting lower secondary school are being developed. The methodology of implementing the 'personal project' for children in the non-formal education system was developed as well taking into consideration the specific context of the vulnerable population. The above initiatives aim at improving school orientation to make it more child-sensitive and friendly. UNICEF also guided the effort to introduce gender dimension in school orientation.

Most Critical Factors and Constraints

- Multiple strikes of teachers and inspectors affected the implementation of training activities.
- Insufficient coordination between national and decentralized levels within the MoE.
- Close to the end of the education sector emergency plan implementation (Programme d'Urgence 2009-2012), there was greater interest to accelerate the execution of the plan in general rather than focusing on quality and equity, despite the recent prioritization of quality education by MoE.
- The transition between non-formal education and formal education and training system continues (mainly because non-formal education does not result in an officially issued and recognized diploma). The existence of diverse operators of vocational training also poses a challenge to smooth transition. These constraints make it especially difficult to integrate vulnerable children into the educational and training system.
- Non-availability of information/data in order to analyze equity issues in education remains a key constraint. The ongoing Out-of-School Children initiative will reinforce the information system but certain key statistics still will not be available, in particular, the data by socio-economic status (quintile).
- On the youth components of the education sector programme, progress is hampered by fragmentation of actors and difficulty to receive guidance on concrete feasible programmes at the Regional (sub-national) Level.

Key Strategic Partnerships and Interagency Collaboration

The key partners are the Central Departments of the Ministry of Education, the Regional Academies of Education and Training in six regions, and NGOs.

UNICEF maintained partnership with the MoE for policy dialogue at the highest level and was a member of the High Commission of Pedagogical Reform presided by the Minister of Education (UNICEF is the only external partner invited to join this internal MoE commission). Partnership with other key sectors was also reinforced through UNICEF's contribution in EFA and PANE (National Plan Action for Children) monitoring. Strategic partnership has been developed with technical directions related to the programme results. In 2011, UNICEF has reinforced the collaboration with three directions Quality Promotion for school quality management projects, Information and Orientation for life skills and 'personal project' activities, and Strategy and Statistics for sector monitoring.

Partnership with the High Council for Education (Conseil Supérieur d'Enseignement) was concretized through its contribution to the Out-of-School children initiative and Arab Teacher Standards. The High Council is now the most strategic partner for advocacy and information system. The collaboration with it in 2011 has effectively developed the dialogue for future partnership, including influencing public debate and political decisions following the recommendations of the Out-of-school children initiative.

Strategic partnership with the civil society was explored, in particular with the Committee for Schooling of Rural Girls and Espace Associatif. It is expected to further develop actions on communication for development and advocacy for highlighting the issues of the most marginalized children. UNICEF also assists UNHCR and related NGOs to find space in schools for migrant children in Rabat.

UNICEF led the UNDAF outcome group on 'education and training' for 2012-2016 and UNDAF action plan was developed in collaboration with the other six UN agencies and concerned departments in Government (Education, Vocational Training, Youth, Social Development, etcetera). Along with the UNDAF planning process, UNICEF played an important role to reinforce the communication and coordination with other technical and financial partners, in particular the World Bank, European Union, ISESCO, and major bilateral cooperation agencies such as USAID and CIDA.

Humanitarian Situations

Although there is no emergency *per se* in Morocco, the office reinforced in 2011 its preparedness in the field of emergency education by sending a staff to support Tunisia office during the Libyan crisis and signing a

DRR project with the Swiss Embassy.

Summary of Monitoring, Studies and Evaluations

The monitoring of the programme component was ensured through regular monitoring and bi-annual evaluation based on M&E plan. The steering committee was operationalized to enable the programme's monitoring at the national level, at the six pilot region's level, and at the pilot school level. Through UNICEF's technical support, the members of the committee reinforced the capacity to implement results based management. UNICEF has also supported the sector level monitoring through the creation of EFA forum.

The profile of out-of-school children and bottlenecks are analyzed as part of the global initiative of out-of-school children (report under finalization). The study has mobilized key information sources for data sharing and for future debate for policy recommendation. The steering committee of this study is expected to play an active role in the implementation phase of the recommendations.

Following the technical contribution of the programme to develop tools for supporting learning of children in difficulty (manuals and teacher training modules on evaluation and remediation of learning), action research was conducted to monitor the implementation of the national strategy on learning support. Around 80% of schools at the national level have been implementing the strategy and from the schools' experience, the research drew lessons and recommendations to improve the strategy. This action research demonstrated the need for a national level intervention to improve the learning performance of children, with special focus on the issues of children with learning difficulty. The action research helped to develop the capacity of MoE staff to monitor the implementation status of a national strategy and is expected to improve the learning performance of the disadvantaged children.

Two target regions have analysed best practices in terms of inclusion of children with handicap in school. This preliminary analysis showed low enrolment rate of children with handicap at primary school level (between 10% to 40% in the region of Al Hoceima for example), and particularly low rate for girls (in one region, there were just 32 girls out of 126 enrolled children). Further analysis and strategic support for inclusive education, including teacher training, were postponed due to the non-availability of expected funds from the World Bank and the Government of Japan.

The kit of quality grids (pre-school, primary, lower secondary) was published and institutionalized as a tool for the participative school project. The evaluation of the Quality Process in 2010 demonstrated the pertinence and efficiency of the process of using the grids to improve the quality of education. Quality education standards are drafted to align them with the Child Rights Convention and the National Quality Education guidelines. At the pilot site of the Child Friendly Municipality, a Moroccan model of Child Friendly School is being developed.

All these efforts, political commitment, skills demonstrated during the studies and surveys, and reinforced partnerships make UNICEF Morocco confident it can initiate a Level 3 strategic results areas (SRA) monitoring on quality education.

Future Work Plan

UNICEF is leading UNDAF education group and more than 70% of the UNDAF action plan in the field of education and training will be implemented by UNICEF. The focus will be on equal access and quality of education and training with five outputs: i) access and retention, ii) pedagogy, iii) non-formal education and literacy, iv) school governance, and v) monitoring and evaluation.

The programme component on quality education will develop the five UNDAF outputs, putting particular focus on results and actions to improve equity. In the process of work plan preparation, different dimensions of equity bottlenecks will be analyzed and only results and activities directly concerning equity

will be retained, such as non formal education for the out-of-school children, inclusive education for children with special needs, and the Moroccan model of child friendly school including measures to end violence against children in school. For the effective investment of the limited resources, the target regions will be reduced to 3 instead of 6. This programme component will closely collaborate with other UNICEF programmes to address the education issues in holistic manner, taking into account the issues on protection, health, local development etcetera. At the field level, UNICEF will promote the convergence of different sectors in the three pilot regions.

The Education programme component will integrate the results on adolescent development from 2012. The focus will be on participation and development of competencies and skills for the most vulnerable adolescents. These will be realized through experimentation of adolescent friendly school adapted to Moroccan context, non-formal education and literacy programme for the youth, development of linkage between school-training-job market, orientation and life skill education.

A specific focus shall be on level 3 SRA monitoring on quality education.

Country Programme Component: Child protection

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
The legal and programmatic environments are aligned to international standards and norms (CRC, CEDAW) and inspire the systems of child protection at national, regional and local levels	3	FA5OT4, FA4OT2, FA4OT5, FA4OT6, FA4OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	1301800.00	376246.00	355424.00	94.47
RR	240000.00	338532.00	338532.00	100.00
Total	\$1,541,800.00	\$714,778.00	\$693,956.00	

Results Achieved

The programme seized the opportunity of the conclusion of the cooperation cycle (2007-2011) and key national milestones including the Mid-Term Review of the National Plan of Action for Children, the National Congress of the Child, and the development of UNDAF, to advocate for necessity to review the focus of national objectives for child protection including better coordination between sectors/ actors, at national, sub-national and local level as well as a continuum of services to prevent, identify, report, refer, and treat individual cases of violations.

Pursuing the process of legislative reform, law enforcement and improving quality response capacity of justice system to protect children in contact with the law, the Ministry of Justice submitted proposals to amend the penal code and the penal procedure code and institutionalize the best interest of children in the judicial procedures. Law projects include specific provisions on protection of child victim and witness, establishment/creation of the status of "special judge" to investigate in affairs involving

children, establishment of the creation of a system of "One Judge" to ensure smooth and promptness of children's trial and increase of age of child placement/imprisonment from 12 to 15 years.

For improving child protection results, in particular justice for children and violence management and responses services, UNICEF supported the Ministry of Justice to organize 4 regional training workshops that targeted 522 actors (judges, prosecutors, clerk and social workers) in Fes, Marrakech, Oujda, and Tangier. Training focused on the normative reference and standards in terms of protection of children in contact with the law.

Realising that the main level of social action was the local level, the Ministry of Social Development launched the process of developing territorial action plan (PACTE) in Marrakech to provide a framework to coordinate interventions of institutional actors and NGOs on child protection. A national strategy for child protection has been launched, after years of advocacy, in December 2011.

The national capacity (in terms of violence management) of the Ministry of Health was supported through technical assistance to establish a Training of Trainers (ToT) pool at regional level (Oriental), and to integrate new modules on violence management, developed with the support of UNICEF, in the existing training programme of health professionals. The development of an information system on violence against children is ongoing; an IT application was developed and ready to be tested in 5 pilot sites.

Initiatives that reinforce the protective role of families, local communities, include:

- Two training programme cycles targeting 20 local associations involved in the protection of children in Northern Morocco: the training combines normative protection, operational and managerial capacities of NGOs to plan, monitor and advocate for child rights.
- Technical assistance to institutional partners and NGOs to develop an integrated plan of action to protect abandoned children: the plan represents a response by management to address the findings and recommendations resulting from the study on child abandonment in Morocco.
- Support to the involvement of national NGOs for an effective role in protecting and supporting children placed in the "centres de sauvegarde".

Most Critical Factors and Constraints

Four main challenges impact the implementation of the programme:

1- The intrinsic complexity of most child protection-related issues: In addition to data scarcity, the multiple causes including societal factors that contribute to neglect of child protection issues, the difficulty in providing adequate response in an environment of limited capacity, and the emotionally charged nature of the issues along with the "sensationalism" (media treatment of migration or sexual exploitation issues) that accompanies such issues are all factors that do not enable sound debates and prioritization;

2- Limited access to fund raising opportunity: Being a middle income country, Morocco faces fund-raising related difficulties especially on issues that are sensitive, and are not backed by a set of data or donor's deadline (such as MDG related issues or HIV funds).

3- Lack of strategic vision and limited operational capacity within the key partners of child protection programme: The Ministry of Social Development is in charge of both childhood and family, but in 2011, it received limited funding from the national budget. The key positions of coordinator, implementer and evaluator are not provided for in their human resources structure, and to monitor and coordinate the 17 ministries involved in the National Plan of Action for Childhood, whose 3rd component is specifically related to child protection, becomes a challenge.

4- Limited capacity to involve local associations: The civil society network in Morocco is very strong and rich, but it includes associations of varied mandate, capacity and vision. Concrete partnership with civil society

depends on the creation of a network, which is currently missing, making it difficult to identify and build sustained partnerships.

Key Strategic Partnerships and Interagency Collaboration

During the reporting period, strategic partnership with the Ministry of Social Development, Family and Solidarity (MDSFS) was consolidated. The MDSFS is a key partner of the child protection programme; it is responsible of the coordination of the National Plan of Action for Children (PANE) and in charge of the implementation of the child protection section and objectives. Further technical support was provided to the Ministry, to ensure alignment with national priorities and to strengthen its technical response and coordination capacity. Joint tripartite partnership with the Spanish cooperation was signed to support the design of a National Protection Strategy.

The child protection programme and the Ministry of Justice developed and signed a sectoral plan of action for the first time, this year. The plan's development was closely followed, given the importance of judicial protection of children in contact with the law.

The Child Protection programme worked also with the National Protection Committee, which is a non-formal forum, representing key stakeholders working on protection. The Committee participated actively in the periodic review of the programme, and has been consulted during the process of elaborating response management and ToR for key consultations. Similarly, the Ministry of Youth and Sports, in charge of managing the "Safety Centers" (or closed houses for children and youth in contact with the law or in difficult situation) was approached to improve the situation of children and directors' capacity.

Partnerships with NGOs and international NGOs, especially Save the Children and "Development Group" was initiated to support the establishment of a network of associations targeting social change in relation to placement and the situation of children in detention centers.

The programme has operationalized its partnership with the National Council for Human Rights to help promote a culture of child rights and the establishment of independent recourse mechanisms to victims of violations of rights. This partnership helped in installing a child protection focal point, and adopting a strategic framework on child rights within the commission.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

The main focus in 2011 was on the review of National Action Plan for Children. Subcontracted by the Ministry of Social Development to an external consultant through UNICEF's support, the study proved more complex than expected, given the lack of indicators, multiplicity of partners (17 ministries), and conflicting vision between consulting firm and Ministerial staff. Overcoming the challenges, an evaluation was produced that will serve as a basis for the second phase of the National Action Plan for Children.

An exercise to reinforce the validity of PANE indicators was also launched that has not yet been validated by partners.

In terms of monitoring, a pilot system is being built with the Ministry of Health to better monitor violence against children. A similar exercise is being planned with the Ministry of Justice. Data collected from the 2007-created "child protection units" (5 in total) are not sufficient to provide comprehensive information, but give some indication of the reporting, identification and referral of cases at the local level.

Future Work Plan

In relation to the expected PCR of child protection programme for the next cycle of cooperation, priority will be given to vulnerable children, especially those deprived of their family or community environment to be better protected against all forms of violence, abuse, and exploitation. The programme will be challenging and built around the following key areas:

- Alternative care for children in institutions
- Building the child protection system
- Reinforcing a child friendly justice system.

For 2012 additional axes of action are as follows:

- Assist national counterpart, ENTRAIDE NATIONALE to define strategic alternatives to child institutionalization, and support the piloting of models
- Strengthen child protection systems, particularly at the community, local and regional level
- Follow up the process of legal reform and procedures pertaining to justice to enhance their alignment with the internationally endorsed norms and standards
- Support the process of elaboration of a national integrated strategy for child protection
- Support the human resources and service delivery for improved implementation of child protection
- Support initiatives to combat violence in schools and residential centers, including detention centers.

Country Programme Component: Combating children's vulnerability in rural areas

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Targeted municipalities develop their Communal Development Plans, and implement local initiatives for the promotion and realization of the rights of girls, boys, girls, young men and women for access to quality social services by 2011	1	FA5OT9

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	1329200.00	1167440.00	1167440.00	100.00
RR	190000.00	246963.00	246963.00	100.00
Total	\$1,519,200.00	\$1,414,403.00	\$1,414,403.00	

Results Achieved

At National level: i) The Communal/municipal information system was extended by the governmental partner (DGCL), to all Moroccan rural and urban municipalities under 35,000 inhabitants, starting from the Eastern Region; ii) A set of tools for municipal planning to be used at national level has been developed (Guide for Creating and Managing Equity and Parity Commission, and Training modules on participatory diagnosis, on elaboration of the PCD, on the integration of human rights of children and women); iii) A set of tools for implementation of child and youth friendly municipalities project has been developed (Monitoring

and reporting system on the situation of child and youth at municipal level, Creation and management of a local committee for coordination between the municipality and partners, Charter of child and youth communal council, etc.); iv) A set of tools for consolidation and replication of pilot community-based projects has been developed (New conceptual framework and training modules for Dar Al Oumouma, and protection units in schools, and partnership framework with private sector to support Dar Al Oumouma).

At Territorial (Regional) level:

Support to the generalization of municipal planning in eastern region: i) 12 Municipalities in 2 provinces received support and capacitation for the implementation of the projects listed in their development communal plans which were finalized 2 years ago; ii) 94 Municipalities in 7 provinces received support and capacitation for the elaboration of their municipal development plan and creating their equity and parity commission. This process is finished for 25 municipalities and is in the final stage for the others. Some 15 PCD are approved by municipal councils and the others will be approved at the end of February 2012. This child friendly municipal planning will benefit about 300.000,00 children.

Support to 5 municipalities engaged in the "child and youth friendly municipalities initiative"

The 5 municipalities are improving their implementation of the 9 pillars of CAEJ. Concrete initiatives are already in place, particularly in terms of participation (creation of communal councils for young children), protection (appointment of a focal point, creation of protection units in the schools), integration and harmonization of interventions for children and youth (creating of coordinating committees at municipal level, tool for convergence of UNICEF programmes at local level), data collection (communal information system, Municipal report on the situation of children and youth). This approach was shared internationally with UNICEF (Bali event, NYHQ papers) and the approach validated by the choice of Marrakech for the international joint UNICEF/UNWomen/UNHABITAT "safe cities" pilot.

Consolidation and replication of community-based pilots projects: i) A total of 8 Dar Al Oumouma integrated new approach for reduction of violence against girls and women (awareness, identification, and orientation of victims); ii) The Community pre-school project for access to education for children 4 to 6 years has also been documented and is replicated in three target provinces in eastern region. Some 30 preschool units that benefit 1000 children have been equipped to become child friendly; iii) The Child Protection against violence inside and outside of schools project has been replicated in 12 schools belonging to 6 municipalities in Eastern Region.

Most Critical Factors and Constraints

One of the main constraints paradoxically is the innovative aspect of this programme, which aims at reinforcing the local implementation of the Right of the Child by designing local priorities for development and efficiently implementing strategies and policies decided at central level. The implementation of the above has been constrained by the fact that no specific focal point at central or regional level has been created (despite Innocenti Research Centre's involvement in Child friendly cities), and lack of access to thematic funds.

Other constraints encountered in the practical implementation of the programme in 2011 are as follows: i) Delays in the elaboration of municipal development plan (PCD), by the 97 targeted municipalities, due to other pressing developments including the constitutional referendum and parliamentary elections; ii) Lack of material resources (computers, vehicles, etc.) in some municipalities; iii) Unavailability of provincial and municipal teams, who have other administrative responsibilities, and therefore not enough time to carry out timely formulation of PCD; iv) Unavailability of consultants with appropriate experience in municipal planning. The solution adopted was the identification of some provincial and municipal civil servants with a good academic and professional background and the reinforcement of their capacities to act as trainers, and thereby ensure a peer to peer capacity building for their colleagues; v) Difficulty to apply the methodology and tools for developing PCD uniformly and simultaneously to all municipalities especially some rural municipalities which lack sufficient human and material resources; vi) Lack of application, by some municipalities, of the participatory approach and inability to ensure continuous consultation with different local actors engaged in development, and particularly with representatives of central government, who are

not always present at the territorial level ; vii) Lack of human and financial resources, especially in some rural municipalities, to implement the nine pillars of Child and Youth Friendly Municipalities (CAEJ) initiative.

The above constraints have been tackled through sustained monitoring and intensive mobilization of managers/officials at central, provincial and municipal level. These constraints will be documented in 2012 to serve as lessons learned for guiding other municipalities and entities at the national level.

Key Strategic Partnerships and Interagency Collaboration

The Directorate General for Local Authorities (DGCL), from the Ministry of Home Affairs manages the programme under the framework of a National Coordination Committee, which includes Ministries of Education, Health, Social Development, Youth & Sport, Planning, Eastern Region Development Agency, and the National Observatory of Children's Rights. At the local level, 12 provinces (responsible for supervision) and 110 municipalities (responsible for implementation) are the main partners.

The programme continued its valuable collaboration with Innocenti Research Center (IRC) for research and with the NGO (Espace Associatif Oriental, Cecodel) and parastatal (Entraide Nationale) to ensure implementation at the local level.

Partnership with sister UN agencies was developed as follows: i) With the UNWomen and UNHabitat for the implementation of "safe and friendly cities for all" project, in Marrakech city; ii) With UNFPA for the implementation of child and youth friendly municipalities project; iii) With UNDP for the reinforcement of the Coordination between Morocco ART GOLD - PNUD Programme and the Local Development Programme component, which are being implemented in the same territory (the Eastern Region) and towards common objectives.

Importantly, the programme hosted in 2011 an approach for convergence of UNICEF programmes at the field level.

Humanitarian Situations

Not applicable

Summary of Monitoring, Studies and Evaluations

- Research on Child friendly cities and communities was undertaken by five municipalities: Designed and piloted by IRC (Florence), this research aims at assessing child friendliness in the municipalities of Ouisselsate, Ait Oualal, Tata, Guenfouda and Bni Mathar, which are engaged in "Children and youth Friendly municipality' project. The results of the assessments will be used by municipalities to elaborate a local integrated strategy focusing on children and youth, and will also provide lessons to guide future work in other municipalities.
- Guide for Creating and Managing the Commission on "Equity and Parity" (CPEC) at municipal level: This consultative commission, chaired by the mayor aims to involve NGOs in local governance, and to support municipal council for mainstreaming gender issues in municipal development plan (PCD).
- Reports related to the situation of children and youth in the 5 municipalities engaged in "Children and Youth Friendly Municipality Initiative": Based on data and knowledge produced by the communal information system (SIC) and the PCD elaboration process, these reports will serve as advocacy tool to mobilize all stakeholders to respond to issues raised by the reports.

Future Work Plan

In 2012, the programme will focus on:

- i) continuation of testing and documenting^[1] the "child and youth friendly municipalities project ", and to support the 5 pilot municipalities to implement their 2012 action plan;
- ii) pursuing the development of tools for local planning, especially on monitoring and evaluation, partnership and coordination, gender mainstreaming, and budgeting processes;
- iii) continuing to support the targeted municipalities in eastern region for implementing PCD and initiation of local projects in favor of children and youth;
- iv) pursuing documentation of pilot projects and good practices developed within the framework of the local development programme component;
- v) development of the integration/convergence approach between all components of the programme of cooperation (Education, Protection, Health) within the framework of child and youth friendly municipalities project;
- v) implementation of "safe and friendly cities for all project" , in Marrakech city, in collaboration with UNWomen and UNHabitat.

[1] Documenting especially includes developing a mechanism to officially certify that a municipality under the CAEJ initiative has become child friendly.

Country Programme Component: Social policy and advocacy

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
Processes of developing, monitoring and evaluation and advocacy for social policies related to children are based on factual analysis	3	FA5OT1, FA5OT2, FA5OT3, FA5OT5

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	220800.00	85250.00	77250.00	90.62
RR	225000.00	41515.00	41515.00	100.00
Total	\$445,800.00	\$126,765.00	\$118,765.00	

Results Achieved

In 2011, this programme component focused foremost on strengthening National systems for monitoring and evaluation related to the social sectors to facilitate monitoring and evaluation of policies and programmes for children. Four main results were achieved under this area of work:

- Technical support was given to the Division of Statistics of the High Commission of Planning to enable them to adapt Devinfo to the local context and put it on line. A "Morocco Info" system was developed, and shall now be linked to Regional Statistics Departments to be able to present disaggregated data throwing further light on geographical disparities.

- Reinforcement of local evaluation capacity took place via the continuous support to the Association Marocaine d'Evaluation, (which support was validated by its recognition as a best practice by NYHQ). In addition, the CO was able through the above partner to provide valuable input into the framing of the new Constitution of Morocco, which recognizes in its articles 12, 13, 101, 148, 156 and 148 the principle and necessity of evaluation of public policies.
- The drafting and validation of UNDAF and UNDAF action plans, with high-level participation from the Government, offered an opportunity to improve M&E capacity. With the support of the National Observatory for Human Development, 14 sessions took place during the year to inform and assist each of the 5 'outcome groups' in the development of solid indicators and methodologies to collect and analyze the indicators.
- The Social Policy support and strong advocacy from the education section led to UNICEF Morocco being selected a Level 3 M&E country for SRA monitoring (quality education). Joint advocacy both with the Ministry of Education and the Department of Statistics, along with reinforced field presence and convergence of programmes in target regions (with ONDH support as noted in the M&E section of this report) have laid the ground for comprehensive, sustained monitoring.

Another important approach focused on research to improve the quality of child-related data and to use it to inform political debate and policy-making as well as advocacy related to children. The key achievements here were as follows:

- The multi-dimensional poverty and disparities study was pursued with the technical support of IRC and the high involvement of the HCP.
- The budget study launched in 2009-2010 was revived and completed with the joint participation of the Ministries of Budget, Health, Education, Youth and Sports. Its findings raised considerable interest clearly establishing the need for adequate budgetary provision for fulfilling children's rights.
- Social protection political analysis was finalised in partnership with (OXFORD) and shall serve as a key mobilisation tool.
- The above studies shall be complemented by the family "panel" study launched by ONDH and by its study on the "local approach to evaluation of development".

In addition, three publications were produced with support from UNICEF Morocco

Most Critical Factors and Constraints

The absence of social policy officer during the period March - December 2011 demonstrates the limited local pool of professionals who can meet UNICEF's criteria for recruitment, and caused the programme to be managed by the Deputy Representative and Representative. Efficient support from Regional Office (Social Policy Advisor and M&E Advisor, as well as from IRC) ensured that the quality of work did not suffer.

A key constraint is the increasing complexity and number of technical evaluations and investigations that require significant monitoring and follow up, as well as coordination with multiple partners, as demonstrated in the execution of the remittances study, health survey, PANE2 etcetera. All these studies demonstrated the limits of outsourcing of research to external parties, and the inevitability of added workload on the CO's programme and monitoring staff.

Key events/studies such as the Forum on Public Policy, and the Situation Analysis were delayed due to lack of available data and the convening of national elections, etcetera.

Difficulties of internal M&E (field reports / institutional memory) need to be addressed with the new Vision system.

Key Strategic Partnerships and Interagency Collaboration

Key partnerships continue to involve the National Observatory of Children's rights (ONDE), the High Commission for Planning and Division of Statistics, the Association Marocaine d'Evaluation and statistical or planning departments of line ministries.

Reinforced partnership in 2011 included the National Observatory for Human Development (partner of a joint programme in 2010 but now a full and specific UNICEF partner), the Conseil supérieur de l'Education (see education section), Innocenti Research Center.

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

Four studies response managements were uploaded on the UNICEF Evaluation management response and tracking system: i) Evaluation d'impact du Processus Qualité (note: Education), ii) Evaluation de l'Initiative Acces Equitable des Jeunes aux Nouvelles Technologies de l'Information (note: Youth), Evaluation externe du programme pilote sur la prévention de la transmission du VIH de la mère à l'enfant (note: HIV) and iv) Proposition d'un modèle de santé communautaire au Maroc (note: Health). Besides, as per the IMEP, the following studies and evaluations are ongoing:

1. ENPSF/MICS4 : ongoing with Ministry of Health, results planned March 2012
2. Enquête sur l'impact social sur les enfants des migrations et des transferts des fonds des Marocains résidants à l'étranger. Delayed, data collection planned in February-March for a final result in June 2012
3. Etude sur les politiques de protection sociale et leur impact sur les enfants, finalised with the support of ODI
4. Mise à jour de l'étude « Impact de Pauvreté sur les Enfants » utilisant les données de l'Enquête des Niveaux de Vie des Ménages de 2007. Ongoing with support of Innocenti Research Center
5. Analyse des écarts entre les systèmes de programmation et de budgétisation des secteurs sociaux. Finalised and restitution done. 2nd phase starts
6. Etude sur les mécanismes de recours pour les enfants victimes de violation de leurs droits. Finalised
7. Analyse de la situation nutritionnelle des enfants et des mères (finalised)
8. Mise à jour de l'Analyse de la situation des enfants (planned for 2012)
9. Revue systématique des études et évaluations sur l'enfance au Maroc de 2000 à 2009 (cancelled)
10. Etude sur les connaissances des parents sur les soins, alimentation ; croissance et développement du jeune enfant dans la région de Marrakech (4 provinces). Cancelled
11. Etude d'analyse des iniquités en santé (ongoing)
12. Global Initiative of Out-of-school children (ongoing with CSE support, regional study)
13. Evaluation du programme de protection de l'enfance (cancelled)
14. Evaluation a mi parcours du PANE (partially completed)
15. Evaluation de l'approche éducation parentale (done)
16. Evaluation du projet PTME (done)

Future Work Plan

The 2012 the work plan is quite ambitious since it aims at building on results from the ongoing studies. It includes:

1. Pursue efforts to decentralise Devinfo

2. Pursue partnership with Association Marocaine d'Evaluation
3. Launch a second phase for the budget study aiming at improving nomenclatures
4. Finalize and publish the multi-dimensional poverty survey
5. Finalize and publish the remittances survey
6. Conduct a joint regional event with the RO on public policies and poverty measurement (May 2012)
7. Reinforce ONDH capacity in terms of local monitoring of public policies
8. Conduct a situation analysis on children and women in Morocco.

Country Programme Component: Cross-sectoral costs

PCRs (Programme Component Results)

PCR	EQRank	OTDetails
A Strategic vision, inter-sectoral action for advocacy, and operational support programmes support results that are replicated on a large scale to serve as models		2 FA5OT8, FA5OT9, FA6OT9, FA5OT6, FA5OT7

Resources Used in 2011(USD)

Resource Type	Planned for 2011 (as per CPAP ceiling)	Allocated in 2011	Estimated Year-End Expenditure	%Spent (4)/(3) * 100
OR-E				
OR-R	263400.00	168671.00	168668.00	100.00
RR	200000.00	196756.00	182163.00	92.58
Total	\$463,400.00	\$365,427.00	\$350,831.00	

Results Achieved

This section of the report specifically focuses on the results of the advocacy and communication component of the cross sectoral programme; activities linked to governance or operational support are reported later under the "Operations and Management" section of the report.

In addition to the elements highlighted in other sections such as advocacy, C4D, and partnership, the programme component "communication and advocacy for children's rights under the cross-sectoral component" is focused on two objectives:

(i) The first objective consists of mobilizing a network of partners to advocate for child rights: In 2011, new partners joined the Coordination Committee of the Cooperation Programme such as the Inter-ministerial Delegation of Human Rights, the National Council of Human rights and reinforced the network. This network encompasses actors from media, civil society, academic institutions, government and Parliament. Actions conducted in 2011 are as follows:

- Mobilization of the Parliament to fulfill the country's commitments to child rights as delineated in the CRC: A meeting was held with members of the House of Councilors and specific documentation produced for their attention.
- With media, 20 strategic activities were conducted at different occasions.. Importantly, two TV productions were developed with two Moroccan channels (TVM and 2M) to raise awareness about child and youth rights.
- The organization of the 13th National Child Congress with the leadership of the National Child Rights Observatory (ONDE): The congress was an occasion for UNICEF and its partners, mainly the civil

- society, to advocate with the government for the principle of equity.
- With the Ministry of Youth, capacity development was conducted to empower 180 young people in the field of journalism. This was conducted in September after the organization of the Youth Summit in May. The latter was a distinctive occasion and means for youth mobilization as an active agent of change.
- A new initiative was undertaken with the private sector by convening the first Private sector forum in June 2011. As a result, seven national and multinational companies signed a commitment to support the achievement of the MDG's and support the initiative of Dar Al Omouma initiative (Waiting homes for pregnant women in rural areas).

(ii) The second objective aims at monitoring the treatment of children in the media to ensure that language used, themes chosen, along with photos and visuals etcetera are ethical and do give a positive image of children and youth while strictly respecting their privacy.

The involvement of the University of Law and Economics Sciences of Mohammedia was sought to guide and assist several actions namely: i)-The production by ONDE of a daily press book ii)- The analysis of the media and the press book by the University and issued in the form of an annual report and iii) - the sensitization of the media sector's actors about the conclusion and recommendation of the report. In 2011, the University started the production of the third annual report that will be ready by first trimester 2012.

Also, jointly with the National Institute of Communication, a draft of an Ethical Charter of Media was developed and validated by the regional office.

Most Critical Factors and Constraints

The main constraint related to the organization of the first Private Sector Forum. UNICEF was leading a UN action. A private company was engaged on a voluntary basis to support the organization. However, considerable time and effort was taken to guide the company, and bring together different stakeholders with their varying level of interest and pre-occupation with other priorities.

After the Forum, UNICEF invested more time to facilitate the contact between the companies that had volunteered to collaborate and the selected Dar Al Oumouma (DAO). The CO organized two field visits during which due to insufficient capacity of the associations (NGOs) managing the DAO to prepare and submit proposals to the companies, UNICEF had to get further involved with the above and other micro-level activities..

The 2011 political events including the convening of elections delayed the implementation of some programme activities, such as the National Breastfeeding Campaign awaiting the approval of the Health Ministry, and some key actions/initiatives pending consideration and approval by the Parliament. The Media likewise was taken up with political breaking news rather than the national child rights' agenda.

On the upside, political developments offered unique opportunities for the CO to advocate during the process of the preparation of the new Constitution for the principle of equity and the creation of a national youth council. The elections held in October also enabled the CO to engage with the political parties on children's issues.

Capacity of partners in charge of the implementation of the action plan was a limitation, and regular monitoring was needed to ensure progress in implementing the action plan.

Key Strategic Partnerships and Interagency Collaboration

See comments on partnerships elsewhere in the report

Humanitarian Situations

N/A

Summary of Monitoring, Studies and Evaluations

A study on Media and Children is under finalization. It has 3 specific objectives:

- Develop and analyze media productions related to child rights.
- Recommend how to incorporate ethics in relation to treatment of the child in the media.
- Recommend actions to improve and protect the image of children in the media.

The study is conducted by the University of Law and Economics of Mohammedia.

The results of this study will help to:

- Take action to raise awareness among media players with respect to the rights of the child
- Support the process of finalization and ownership by professionals of the Code of ethics that the office has produced with the support of consultants from the National Institute of Communication.

The ultimate goal is to improve the media's treatment of the child and help to better mobilize the media to support actions that the Programme of Cooperation and its partners aim to achieve in terms of realizing child rights.

Future Work Plan

The biannual intermediate result, 2012 – 2013, for Communication and Advocacy for Children's Rights component is: Issues related to unrealized rights of children, boys and girls, are regularly reported and communicated and positive measurable changes in public policies, behaviours and social norms are made to fulfill children rights.

Accordingly, in 2012 the focus will be on:

(A) The continued pursuit of advocacy, building on the efforts undertaken in 2011. Recent developments are giving valuable opportunities to prioritize child rights within different actors' agenda:

- o The Government: In December 2011, a new Government has been appointed which is putting Equity and Good governance among its main priorities. Advocacy towards the Head of Government and different ministries and administration will continue.
- o National institutions such as the National Council of Human Rights: A strategic action is ongoing with this institution to support the process of creation of 2 new councils under the new Constitution: Family and Child Council, and the Youth and Associative Action Council.
- o Parliament: The CO is advocating with Parliament urging it to take action with the commissions in charge of Finance, Legislation and Social affairs in order to overcome legislative bottlenecks and policy gaps pertaining to children's rights advancement.
- o Media: Empower professional actors and youth to advocate for children's and young people's rights through conventional Media as well as new social Media. A national network of young journalists will be established.
- o NGOs: Enable national NGOs to structure their actions and become a real force in social mobilization and advocacy on behalf of children and their rights.

(B) Partnerships: The CO will undertake an internal review of the office partnership strategy and develop a road map to guide future partnership actions. The review will be based on an evaluation of the implementation of last year's actions.

(C) Communication for development (C4D): A new approach will be adopted to sustain the efforts made during the last cycle by the office to empower partners in the field of C4D. The approach will focus on specific actions to undertake with different stakeholders. Trainings will encourage research/action approach. Internal capacity reinforcement within the CO will also be done.

Effective Governance Structure

The annual management plan 2012 has been prepared in a participatory manner involving all staff. It sets out the following: i) 2012 Morocco office expected results both in terms of achievement of country programme annual objectives as well as managerial and programme support goals; ii) the composition of consultative management committee and focal points, their roles and how they operate; iii) the office work plan; iv) the emergency preparedness and response plan to tackle humanitarian situations; v) the office improvement plan; vi) the plan of action of the staff association; vii) management indicators; viii) advocacy work plan; ix) the enterprise risk management plan; x) the integrated monitoring plan; xi) field monitoring guidance tool; xii) the fundraising action plan etcetera.

Situation of key governance related management indicators:

CMT meetings:	6 out of 6 planned
JCC meetings:	3 out of 4 planned
Programme coordination meetings:	9 out of 12 planned
Operations section coordination meetings:	5 out of 6 planned

Management tools developed during 2011: UNDAF, CPD, CPMP, UNDAF action plan, biannual work plans, annual management plan, Business Continuity Plan, Enterprise risk management plan, Emergency preparedness and response plan to humanitarian situations

Level of participation of staff and UNICEF partners in the development of management tools: High

CMT discussions have been instrumental especially in the CPMP process, the CPD development process, the validation of the annual management plan, the monitoring of the management indicators and corrective measures to be taken to improve the latter.

JCC discussions were instrumental to ease relationships between the management and staff. Representatives of the staff association have done their share to position themselves as key partners for the management to create a good atmosphere in the office and improve the team's cohesion.

Programme coordination meetings were used not only to follow up on implementation of the country programme but also to discuss how bottlenecks and barriers for the implementation of the annual work plan can be removed.

MENARO has been monitoring the CO's management performance and quarterly reports were shared. The latter have been used by both the CMT and the management to take corrective measures.

Strategic Risk Management

In 2011, the Enterprise Risk Management exercise was updated to ensure that risks are not only well identified but more importantly shared with the entire office and with UNICEF regional and HQ levels to explain the specificities of Morocco (especially as regards funding and evolution of the socio-political situation).

Training on ethics was given to staff in February 2011 to ensure that everyone fully understands UNICEF's policy in this area.

Specific focus was given in 2011 to the transition towards new norms and new financial system and a

specific risk strategy launched to ensure that no data would be lost, that programmes would be able to pursue their work until the last day, and that staff would be able to face the new operational environment with minimal disturbance to their role. The new web-based environment shall facilitate work from home during any emergency. .

EWEA and BCP were updated in March and August and a simulation took place in June during which a core staff group was relocated to UNDP to work on back-up servers using alternative communication equipment (sat phone, VHF). Security of the office was reinforced to align it to regionally adopted standards, using experience gained from Yemen and Egypt, including the pre-positioning of emergency rations for core staff that could be confined in office during a period of tension, and reinforcement of all windows with internal bars and steel framing.

The CO pursued its strategy of reinforcing staff capacity by having the Deputy Representative trained on innovative humanitarian response (PCNA) along with World Bank and EC partners, and assisting UNICEF Tunisia in designing their own ERM; the Finance assistant and Education officer were sent to support Tunisia office during the Libya crisis, and a sub-regional Youth advisor (based in Morocco) supported UNICEF Sudan in its transition during independence of the southern part of the country.

Main remaining risks identified concern the uncertain donor environment, global financial crisis with its potential consequences especially on Moroccan children and youth, the challenges accompanying the transition to a new government and socio-political climate, and the inherent security risks associated with UN agencies being soft targets for the disaffected.

Evaluation

The IMEP was duly integrated into the Annual Management Plan and its status reviewed at each CMT. UNICEF Morocco's role in a Middle Income Country includes the priority given to pilot projects and policies. Knowledge-based strategy and technical demands from partners necessitate a systematic evaluation of all inputs to ensure government-supported scale up and replication.

Reinforcement of local evaluation capacity took place via the continuous support to the Association Marocaine d'Evaluation, whose support by UNICEF Morocco was considered a best practice at NYHQ and regional level. Particularly noteworthy was its input into the new Constitution of Morocco, which recognizes in its articles 12, 13, 101, 148, 156 and 148 the principle and necessity of evaluation of public policies.

Support to public policy evaluation took place also under the Joint Programme for assisting the National Observatory for Human development, which launched an evaluation at the local level on the impact of local policies (UNICEF key input via its Social Policy and Local Development Programmes), which led to a new approach of household "panel study" to assess the impact of public policies on a "static population" over a period of 3 years.

Four evaluations (Evaluation d'impact du Processus Qualité, Evaluation de l'Initiative Acces Equitable des Jeunes aux Nouvelles Technologies de l'Information, Evaluation externe du programme pilote sur la prévention de la transmission du VIH de la mère à l'enfant&Proposition d'un modèle de santé communautaire au Maroc) and their management responses were uploaded on UNICEF's evaluation tracking database. UNICEF Morocco was also selected as a sample country by Swedish Government for an evaluation of the impact of a Regional Programme targeting youth (the findings of this evaluation, which was done with very short notice, were highly positive).

Main bottlenecks:

1- Evaluation of the protection programme, planned under the IMEP, was replaced, under counterpart's Ministry recommendation, by an "Evaluation of the National Action Plan for Children". This evaluation,

conducted from May to December 2011 under the leadership of the Ministry of Social Development and Family Affairs with technical support from UNICEF, did not fully meet the UNICEF standards, mainly due to the complexity of the task (with 17 ministries involved) and important political events (new constitution and new government) happening in the same period.

2- Despite commendable efforts from the "Association Marocaine d'Evaluation", local capacity for complex analyses remains limited to a few individual consultants or consulting companies, leading the ministries and partners to sub-contract evaluation to external (mainly foreign) consulting companies, a process that does not contribute to internal capacity building. This lack of local availability also hampered the recruitment by the CO of a suitable NOC Social Policy.

The complexity of policies and programmes to be evaluated leads to difficulties in securing the required funding, technical skills, government and partner backing, and timely completion of the evaluations and studies. An example of the above constraints can be found in the UNICEF-supported Evaluation of Child-sensitivity of budgets in five key Ministries (Health, Education, Social Development, Youth and Sports, and Budget), which took almost three years to be conducted and delivered.

Effective Use of Information and Communication Technology (ICT)

The ICT unit played an advisory role to support the AENTI Project on "Equitable access to new information technologies" and provided inputs on technologies training and software licensing in the local market.

The ICT unit also contributed to the Inter Agency ICT working group. By co-leading with the UNDP the negotiations with the local ISP's for Internet access (primary and backup connections), a preferential rate was obtained for all the UN system agencies, with 30% reduction on monthly fees and free Installation / Upgrade costs.

ICT took part in the office initiative on "Green environment" aimed at promoting environmental awareness, by adding a second digital sender, and replacing old copiers and fax machines by all-in one equipments, which contributed to a more cost-effective use of papers, toners and cartridges. The old copiers, fax machines, computers and UPS's were donated (after being sanitized) to a local recycling NGO.

In consultation with the Regional Chief of ICT, and in an effort to strengthen the office preparedness to meet the BCP requirement, the office commissioned an iDirect VSAT and intends to keep it running with minimal bandwidth, with a condition to upgrade in case the local Internet infrastructure goes out of service.

The office also upgraded its primary Internet link from 2Mb to 4Mb and acquired an additional 1Mb link from a different ISP, to cope with Vision rollout needs.

In addition to providing day-to-day user support, the ICT unit, ensured a timely implementation of the global ICT work plan, in coherence with the Regional ICT work plan and strategies, by successfully implementing all major rollouts in time: Windows 7 (even Windows 7 SP1 was installed on all workstations), uPerform local server; Servers Virtualization, Bandwidth Upgrade; Citrix Receiver Client etcetera.

Despite the limited ICT budget, the ICT unit in consultancy with the Regional Chief of ICT, managed to successfully roll out the Hyper-V project, by upgrading the existing servers hardware instead of buying new ones.

Fund Raising and Donor Relations

The office sent 94% of its 18 reports on time (one report was delayed by a day caused by a weekend). The OR utilisation achieved a 99% implementation rate. To complement the decrease of regular resources and to raise OR funds, 36 proposals were developed and shared either through the global funding market place or directly with local donors or National committees (both in French and English language). Senior management visits took place to present to French and Spanish National Committees, complemented by two briefings with US Funds (during their field support visit on AENTI project, and on a teleconference with its president and local branches in December 2011). The CO participated in the EC regional appeals (jointly with Tunisia on Human Rights and with MENA on Youth) and kept regular contact with UNICEF Brussels (providing inputs to local EC assessment on the realization of the rights of the child). Participation was systematic in all UN-system initiatives, such as the UN Trust Funds or Netherlands-supported Democracy Initiatives. Direct proposals were sent to prospective donors such as Canada, Swiss (funded), German Natcom (funded), ISESCO, and in the private sector, to DELL and Clairefontaine. The global financial crisis had a major impact on donor funding, since some donors were not able to meet their commitment (Catalan cooperation) and some others postponed or diverted it (Spanish cooperation, Canadians).

National support for UNICEF programmes was pursued, with funds received from Development Agency of Eastern Region and from the Directorate for Local Authorities (DGCL). In response to PARMO's request, UNICEF launched a request for public donation to support Horn of Africa emergency response during the Ramadan, but could not go on full scale because of its Basic Cooperation Agreement only giving authorization to fundraise for Morocco.

With RO and HQ support, UNICEF Morocco was able to access some Thematic funds: Education (USD 1,200,000), Child Protection (USD 100,000). Morocco is also part of a HQ-piloted initiative supported jointly by UNHabitat, UNWomen and UNICEF on "Safe cities", along with the city of Marrakech (resulting in USD 200,000). In 2011, USD 2.5 million additional OR were mobilized, which amounts to just 37% of our fixed ceiling, reflecting the worrying negative impact of global financial crisis on donor support.

An initiative to reach the private sector was developed under joint UNDP-UNICEF coordination and for the first time managed to convene a "private sector engagement" forum (June 2010), with five companies committing to support local initiatives to improve women's and children's health in rural areas. Lessons learnt include the difficulty in joint coordination when talking to the private sector, the relative small size and capacity of most local companies to undertake Corporate Social Responsibility activities, and competing events and causes seeking corporate support.

Management of Financial and Other Assets

In 2011, the control mechanisms of financial management continued to function effectively. An audit of partners was conducted by the Court of Accounts of Morocco in 2010, followed by a micro assessment in 2011. One of the recommendations was to develop a manual of procedures setting out the guidelines and procedures of UNICEF. This manual is being finalized, to include the new guidelines in relation with the adoption of Vision/IPSAS.

The support budget has been managed optimally to enable the office to meet all operating expenses and program support. Two reallocations budget from Post category to Non Post category were requested to NYHQ through the Regional Office to support operating expenses, but also to upgrade its ICT system in preparation for the transition to Vision. As of 31/12/2011, the support budget has been spent up to 89%. The CMT met 6 times in 2011. The meetings generally focused on the monitoring of management indicators, programme management, issues relating to staff wellbeing and implementation of the recommendation of NYHQ regarding the reduction of operating costs. Meetings were also used to monitor the recommendations of the regional office, including the development of the OIP for 2011, review of ToR of the governance committees and the office management in general.

The disbursement rate of the regular resources was 91%. At the end of the year, only 0.01% of DCTs were

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over 9 months.

Further to the Executive Director's directives, the office created a task force to ensure the effective use of the financial resources. The office requested the Ministry of Foreign Affairs to contribute to recurrent costs, as per the BCA. In addition, UNICEF joined in UN Common services such as security. UNCT has set up a working group chaired by the head of a UN agency and composed mainly of operations staff from different agencies. Several common services have been identified: guards, cleaning, maintenance, transport services, printing, travel agency, internet connection, office furniture, database on national and international consultants, harmonization on remuneration of national consultants and working conditions, banking fees etcetera. The more these common services will be developed, the more UNICEF office operating costs will likely decrease.

Rationalization of missions through:

- Using trains for travelling to the main cities to reduce spending on drivers and fuel;
- Combining missions for different sections whenever cars are used;
- Avoiding using drivers during weekends and holidays;
- For international missions, booking ahead to benefit from the preferential prices.

Using simple daily measures that are cost effective and environment friendly (list of ten measures to be displayed in each office and implementation monitored).

Rationalization for international and local communications:

- Maximising return of investment in improved connectivity through the systematic use of VOIP, video/conference, Skype.
- Sensitising staff on the reduction of personal telephone communications before a solution is found to track the latter.

Support the UNCT initiative to negotiate with the government for the allocation of a common UN House.

Supply Management

The supply component for Morocco office has been decreasing over the last years. In 2011, programme supplies represented a total value of US\$ 178,275, which is 4% of the total annual programme budget. This is down from 2010 supplies totalling US\$ 226,900 or 5.7% of the total programme annual budget.

[table converted to list

- | 2010| 2011|

Total programme supply expenditure| 226,900 | 178,275 |

% budget total| 5.7%| 4.0%|

- | 2010| - | 2011| -

Per number of PGM| total| % total| total| % total

Printing| 11| 52%| 10| 56%

Small equipment for pilots| 9| 43%| 7| 39%

Softwares for pilots| 1| 5%| 1| 6%

| 21| | 18|

- | 2010| - | 2011| -

Per value of PGM| total| % total| total| % total

Printing| 79242| 35%| 45043| 25%

Small equipment for pilots| 108838| 48%| 79186| 44%

softwares for pilots| 38820| 17%| 54046| 30%

| 226,900 | | 178,275 |

The office continues to support the Ministry of Health to facilitate vaccines procurement through UNICEF Supply Division.

The CO abolished two years ago the post of supply assistant and the supply function is performed by programme assistants, while administrative supplies are handled by the administrative assistant. The office does not have any warehouse.

Human Resources

The office recruits its staff according to programme's needs. ToRs are developed based on JDs and interviews are organized based on the CBI. The diversity and gender balance aspects are taken into account in the recruitment process. As of 31st December 2011, 62% of GS staff, 40% of NO, and 40% of IP are females. For the categories in which the office still has gender imbalance, priority is given to female candidates of equal competencies.

Following the implementation of Vision, the priority in terms of training was given in 2011 to the SAP training. In addition, the office is investing in training of some staff in areas related to their function: HR Retreat, C4D, and Emergency. Some staff have been mobilized to support other offices facing emergency situations (1 staff each from Operations and from Education programme were sent to the UNICEF Office in Tunisia).

In 2011: 130,000 USD were spent on staff development, with support from the Regional Office and NYHQ. This amount represents 6% of the total RR & SB budget for 2011. The implementation rate of 2011 office learning plan is 70%.

This year, with the transition from PERs to PAS for national staff, coaching has been ensured for the successful completion of the latter. A training session was organized by management and emails have been sent to all supervisors to raise awareness about the importance of elaborating SMART and honest PAS, reflecting the reality of staff improvement. The staff was also advised to include a section on their need for coaching as part of their PAS.

The office completed and updated its emergency profile on the new emergency system online: 'UNICEF's emergency preparedness and response system'. Staff members were briefed and they have all participated in the completion of the information on the website.

A session was dedicated earlier in the year to test the BCP and the result was satisfactory. Staff members are totally aware of staff counseling resources available locally and also globally. The office has elected a stress focal point, and the staff association is active in the office. Staff concerns are discussed during CMT but also during JCC meetings as well as all staff meetings that are held every three months. Each new staff is provided with the booklet on UN HIV/AIDS policy, and free condoms are distributed to staff regularly.

Efficiency Gains and Cost Savings

Further to the Executive Director's message, dated 22nd December 2010, the office decided to create a task force to ensure optimum and effective use of the financial resources. Furthermore, the office has developed a cost saving strategy that was included in the CPMP submission for the new programme cycle: 2012-2016, but already implemented in 2011. The objective of this strategy is to reduce the operating cost by 7% and the implementing programme activities cost by 10%.

Trend of Operating costs of the office over the last three years:

2009 to 2010:	- 11.1%
2010 to 2011:	- 10.54%

The office showed also a proactive involvement in the development of UN common services. In 2011, contracts have been signed in common with multiple UN agencies with two firms, in two service areas: security and ICT. Other common services are being identified to be implemented in the coming months. In anticipation of potential budget cuts in the coming years, a request has been sent to the Government of Morocco through the Ministry of Foreign Affairs to contribute to the operating costs of UNICEF Office in Rabat, according to the Basic Country Agreement between the Government of Morocco and UNICEF. The response and approval from the Government are awaited.

Changes in AMP and CPMP

The PBR submission was done in February 2011 to prepare the new country programme (2012-2016). No major changes took place except for the suggested nationalization of the Chief Education's post to be in line with other programmes and take advantage of the existing pool of national competences. A National Officer NOA was also included (on OR) to ensure that our Local Development Programme has sufficient capacity.

Summary Notes and Acronyms

AENTI	UNICEF IT project in Casablanca	(Acces Equitable aux Nouvelles Technologies)
ANAPEC	Unemployment Agency	(in French) Agence Nationale de Promotion de l'Emploi et des Competences
C4D	Communication for Development	
CCDH	Human Right Consultative Body	(in French) Conseil National des Droits de l'Homme
CES	Social and Economic Council	(in French) Conseil Economique et Social
CFF	FWomen's Training Centers	(in French) Centres de Formation Feminins
CGEM	Employers Federation	(in French) Confederation generale des Employeurs du Maroc
CRC	Convention on the Rights of the Child	
CSE	Superior consultative body on learning	(in French) Conseil Superieur de l'Enseignement
DGCL	Direction for local municipalities	(in French) Direction Generale des Collectivites locales (Ministry of Interior)
EFE	Education for Employment	
EN	Agency for Social Work	(in French) Entraide Nationale
HCP	Ministry of Planning and Statistics	(in French) Haut Commissariat au Plan
HDI	Human Development Index	
IOM	International Organisation for Migration	
IT/ITC	Information Technologies (and Communication)	
KAP	Knowledge, Attitudes and Practice	
M&E	Monitoring and Evaluation	
MoE/MEN	Ministry of Education/	(in French) Ministere de l'Education Nationale
MENA	Middle East and North Africa	
MICS	Multiple Indicators Cluster Survey	
MJS	Ministry of Youth and Sport	(in French) Ministere de la Jeunesse et des Sports
MRE	Ministry for Moroccans Abroad	(in French) Ministere des Marocains Residant a l'Etranger
NGO	Non-Governmental Organisation	
NSE	See CSE	
OFPPT	Vocational Training Department	(in French) Office de la Formation Professionnelle et Technique
ONDE	National Observatory for Child Rights	(in French) Observatoire National des Droits de l'Enfant
PANE	National Action Plan for Children	(in French) Plan d'Action National pour l'Enfance
PCD	Municipal Development Plan	(in French) Plan Communal de Developpement
PMTCT	Prevention of Mother-To-Child Transmission (of HIV)	
PNEA	National Programme for Skills Evaluation	(in French) Programme National d'Evaluation des Acquis
PTA	Parent – Teacher Association	
SIC	Municipal Information System	(in French) Systeme d'Information Communal
SITAN	Situation Analysis	
UNDAF	United Nations Development Assistance Framework	
UNFPA	United Nations Population Fund	
UNV	United Nations Volunteers	
WB	World Bank	

Document Centre

Evaluation

Other Publications

Lessons Learned

Programme Documents

	Title	Document Type
1	Morocco UNDAF 2012 - 2016	UNDAF
2	MoroccoCPD2012-2016	CPD