Executive Summary

2016 marked the final year of the 2012-2016 programme of cooperation between UNICEF and the Government of Morocco. Key milestones in the realization of child rights were reached during the programme cycle. The newly adopted education strategy included several areas recommended and supported by UNICEF Morocco. Building on the Out-of-School Children Initiative, emphasis on out-of-school support and renewed attention to girls' and inclusive education contributed to primary school drop-out rates being reduced to 1.9 per cent (down from 3.2 per cent in 2012). In health, support for accelerating the reduction of child and maternal morbidity and mortality was prioritized in six regions covering more than 50 per cent of the total population. With UNICEF technical support, the integrated child protection policy was adopted by the government and included in the Finance Act, and an Inter-Ministerial Committee was established under the Chief of Government.

Recognizing that more remains to be done and seizing the opportunity of the ongoing reform momentum, in 2016 the Government of Morocco and UNICEF engaged in participative planning for the next cooperation cycle. The new programme, aligned with the Sustainable Development Goals (SDGs), was approved by the Executive Board in September 2016. Its focus is on early years and adolescents, where disparities and vulnerabilities have been found to be more prominent and where an unfinished agenda exists.

In 2016, via evidence generation, capacity building, modelling, and advocacy, UNICEF Morocco continued to contribute to key reforms related to the realization of child rights.

In education, following the launch of the new education strategy in 2015, which included one year of obligatory pre-primary education benefiting approximately 588,000 children, UNICEF Morocco supported the development of the preschool national curriculum and norms, as well as the costing of the national pre-school strategy. To increase retention rates and facilitate school-to-work transition, life-skills and citizenship education programmes were developed targeting the most vulnerable children and adolescents in three regions. Piloted models were finalized, reaching 25,000 adolescents and children in 2016.

To position issues related to children without parental care and juvenile justice on the public agenda, UNICEF Morocco and partners supported national studies to generate evidence and created a national network of social workers committed to children rights involving 88 courts nationwide. Following the UN Committee on the Rights of the Child concluding observations, UNICEF Morocco supported the creation of a coalition of 60 child protection non-governmental organisations (NGOs) and supported them to develop a participatory advocacy agenda and a roadmap to accompany the implementation of the child protection policy and to negotiate long-term agreements and programs with institutional actors. The National Council on Human Rights (CNDH) established a national training institute on human rights to develop capacity in independent monitoring and promotion of human rights, the first such specialized centre in the region.

UNICEF Morocco also supported a comprehensive mapping and benchmarking of the existing social protection interventions in Morocco. Via the evidence generated, the Ministry of General Affairs and Governance completed a child-sensitive and integrated Social
Protection Vision in November. This policy document singles out ‘childhood’ as one of strategic axes of social protection reform.

With UNICEF support, Morocco successfully switched to an improved polio vaccine, without stock-outs.

UNICEF Morocco continued to support the Government in South-South cooperation. Of note, the Conference on Early Childhood Development (ECD) organized by the Ministry of Education brought together national government representatives from nine countries from Middle East and Africa to learn from good practises in ECD. This resulted in the ‘Rabat Declaration’ on ECD, which was adopted by all invited governments.

Shortfalls included delays in the development of action plans of the child protection policy, as well as delays in the regionalization process and lack of clarity on delegated authority at local-level.

New partnerships were developed to support the realization of child rights. A partnership with the Government of Belgium focused on promoting protective social norms. Morocco hosted the twenty-second session of the Conference of the Parties (COP22) on climate change, and a partnership with Philips Lightning focused on developing a model for energy-efficient schools. The Youth Movement for Children’s Rights raised children’s voices during the Conference and a partnership with the Rabita, a religious scholars’ institution, started developing children books and video games to educate children on positive values against violence.

Key internal priorities were to strengthen the office structure to respond to programme needs and increase throughput, address audit recommendations and promote staff development.

**Humanitarian Assistance**

Morocco did not experience a humanitarian crisis requiring UNICEF support in 2016. However, UNICEF Morocco updated its Early Warning, Early Action system and participated in the UN system emergency preparedness exercises.

**Emerging Areas of Importance**

**Climate change.** In November 2016, the Kingdom of Morocco hosted the twenty-second session of the Conference of the Parties (COP22) to the United Nations Framework Convention of Climate Change. Seizing this opportunity, in partnerships with different institutions and civil society, UNICEF Morocco implemented advocacy and programmatic initiatives related to the effects of climate change on children.

UNICEF Morocco developed an integrated communication and public advocacy roadmap to raise awareness on climate change impact on children’s rights, make children’s rights visible in the public debate and increase the engagement of civil society organizations and young people as public advocates for this cause. The flagship action was the organization of the Climate Youth Awards, a labelled COP22 event, on 11 November in Marrakech in partnership with the National Council on Human Rights (CNDH). This artistic event was an opportunity where youth and children advocated through films as part of the Youth Movement for Children Rights, which started in Morocco in 2015. In addition to the National Council and the youth networks, UNICEF Morocco’s roadmap brought together partners from diverse areas, including from the world of sports, via UNICEF’s leg in the Marathon Des Sables, where more than 900 athletes from 45 nationalities issued a unanimous call to stop climate change impacts on children.
Programmatically, UNICEF-Morocco capitalized on the COP22 to launch a joint initiative involving the Philips Foundation, Philips Lightening and the Ministry of Education. This model project provided a school in a vulnerable area in Marrakesh with a mix of solar and energy-efficient lighting. Nearly 650 students, including 200 girls in the boarding school, benefited from the latest LED and solar lighting products combining low power consumption and better lighting quality. The project changed the environment for students and school personnel by improving the lighting of indoor and outdoor spaces at the school, enhancing security and safety and providing greater support to education and schooling. It also cut the school’s energy consumption by an estimated two-thirds. The success of the project, including an official lighting ceremony during the COP22, offered the opportunity to expand the initiative to a greater number of schools. Plans are under development for scale-up in 2017.

**Accelerate integrated early childhood development (ECD).** UNICEF Morocco’s advocacy for a child’s early years contributed to raising ECD as a national priority. This was done through major communication, technical support, and advocacy actions which, in September 2016, led to UNICEF Morocco and the Ministry of Education hosting an international south-south conference on ECD involving government delegations from Africa and the Middle East. The outcome of the conference was the adoption of the ‘Rabat Declaration’ for a collective commitment to integrated ECD. The participating countries committed to develop integrated ECD policies based on national frameworks, participatory planning, sustainable financing, and sufficient and trained human resources. Models and good practices were exchanged. Countries committed to promote innovation by encouraging research and evaluation of different areas of ECD to inform decision-making. A multi-sector and inter-country committee was set up to monitor the implementation of the recommendations of the Rabat Conference and facilitate the organization of forthcoming conferences on ECD. The Rabat Declaration also starts the creation of networks in the regions to strengthen collaboration and exchange of experiences and achievements in ECD. In addition to Morocco, representatives of Burkina Faso, Ivory Coast, Jordan, Madagascar, Mali, Mauritania, Senegal and Tunisia endorsed the declaration.

**Adolescence: The second decade of life.** In 2016, UNICEF Morocco continued its specific focus on the second decade of life via its multi-sectoral programme ‘Forsa - Opportunities for All’. The five-year programme (2014-2019), supported by Canada, implements a model of integrated interventions in the areas of education, children protection and social inclusion aimed at the reinforcement of skills and capacities of the most vulnerable adolescents and youth through the promotion of professional and vocation training and orientation and life skills. By focusing on vulnerable adolescents, Forsa contributes to the operationalization of the National Strategy on Professional Training 2016-2021 of the Ministry of Education. In 2016, 4,560 adolescents benefited from life-skills education thanks to the programme.

During 2016, UNICEF-Morocco also developed its next Country Programme (2017-2021). The overall focus of the programme is on the two age groups, namely, early childhood (ages 0-5) and adolescents. The programme helps disadvantaged young children benefit from a first chance in life, with access to quality ECD services, and helps vulnerable adolescents to obtain a second chance, mainly by supporting their access to professional training and life skills programmes.

### Summary Notes and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMT</td>
<td>Country Management Team</td>
</tr>
<tr>
<td>CNDH</td>
<td>Conseil National des Droits de l'Homme</td>
</tr>
<tr>
<td>COP</td>
<td>Conference of Parties</td>
</tr>
</tbody>
</table>
Operating in a middle-income country with improving social indicators, UNICEF Morocco engaged in capacity development as one of its main programmatic strategies.

In education, this included capacity development for curriculum adaptation for children with disabilities, preschool education, and multi-level class approaches. The school-based monitoring and action model ‘INSAF’ leveraged school action plan implementation, with more than 3,000 schools adopting the approach, funded by the Ministry of Education.
UNICEF Morocco helped develop and mainstream training-of-trainers, benefiting more than 267 trainers in 2016.

To support the development of evidence-based child-sensitive social policies and their evaluation, the capacity of selected technical staff of the National Observatory on Human Development was enhanced with a training conducted by international experts on child multidimensional poverty. The objective was to produce new evidence on the extent of overlapping deprivations affecting children and institutionalize the multidimensional poverty measurement for SDG-1 and monitor progress towards SDG-5 and SDG-10. At the decentralized-level, the technical staff of the Government of the Oriental Region and seven of its provinces were trained on financial analysis and preparation of local public budgets to improve allocations in favour of children.

UNICEF Morocco also supported the Ministry of Health to improve regional governance through the creation of a regional authority for planning and monitoring the implementation of the biannual workplan to accelerate reduction of maternal and neonatal mortality. UNICEF Morocco supported line ministries for the development of an operational programme of action following the development of the integrated child protection policy. The capacities of more than 50 per cent of legal social workers were reinforced through UNICEF-supported advocacy efforts and international benchmarking in enhancing social work in the action of justice, and towards full recognition of their key roles and responsibilities in providing quality services for children in legal procedures.

**Evidence Generation, Policy Dialogue and Advocacy**

UNICEF Morocco supported the Ministry of General Affairs and Governance in promoting and coordinating the reform of social protection in Morocco with a focus on children. Specifically, UNICEF supported the mapping of the existing social protection interventions in Morocco and of an international benchmarking exercise to provide evidence to policy makers on the social protection policies of other middle-income countries around the world. Informed by the evidence generated and technical advice provided by UNICEF Morocco, the Ministry of General Affairs and Governance completed the elaboration of a proposal for a child-sensitive and Integrated Social Protection Vision for Morocco. It was presented for final discussion with other Ministries and national institutions and endorsed in November 2016. This policy document singles out ‘childhood’ as one of strategic axes of the social protection reform for the country and a roadmap for a new integrated social protection system. In this strategic process, UNICEF Morocco developed synergies with other important actors supporting the Government in the reform of social protection, including the African Development Bank, the European Union, and the World Bank.

In child protection, an assessment of the juvenile justice reform carried out with UNICEF Morocco support generated evidence which provided a sound baseline to inform the development of a comprehensive multi-million programme (US$3 million) in partnership with the European Union to promote access of children to justice. This paved the way for comprehensive action to increase access for children in contact with the law, including migrant children, to appropriate and protective justice in line with relevant international norms. The technical guidance and expertise that UNICEF Morocco provided ensured that all relevant stakeholders, including civil society organizations and CNDH, became active members of the steering and technical child protection committees that monitor the implementation of the integrated public child protection policy.
Partnerships

In 2016, UNICEF Morocco leveraged partnerships at multiple levels to advance the rights of children. Partnerships with Ministries of Foreign Affairs, Education, Health, Social Development, Justice, Governance, and the Interior remained primary. Local government remained key in operationalizing equity-based responses in the field, especially as it related to the ongoing decentralization process.

With civil society, UNICEF Morocco continued to support the coalition of child protection NGOs. Via partnerships with the Ministry of Education and local NGOs, a program of parental education was developed to be mainstreamed by the Ministry of Education.

UNICEF Morocco strengthened its partnership with the National Observatory of Human Development and the Ministry of Social Development to advance the institutionalization of child-poverty measurement, via the production of study on multidimensional child poverty. A new partnership was forged with the Ministry of Finance to inform the reform of the budget via Public Finance for Children principals.

UNICEF Morocco served as the administrator of the 2015-2016 joint-programme between UNFPA, WHO, UNICEF and the Spanish cooperation to accelerate reduction of maternal and neonatal-mortality. The partnership included activities that focused on priority areas aimed at improving the quality of care, and on improving governance and monitoring.

The communication and advocacy actions related to climate change demonstrated UNICEF Morocco’s capacity to bring together various partners at key moments. This included youth grassroots networks who joined UNICEF’s Youth Movement for Children Rights, and a partnership with the Moroccan highway company that enabled UNICEF to undertake a free communication campaign through the highway networks in the country.

New partnerships included efforts with the Government of Belgium on promoting protective social norms, with Philips Foundation/Philips Lightning for developing a model for energy-efficient schools, and with the Rabita, a religious scholars’ institution, for the development of books and videogames to educate children on positive values against all forms of violence.

External Communication and Public Advocacy

In 2016, UNICEF Morocco’s communication and public advocacy was structured around four priorities (end violence, ECD, SDG and fair chance for every child). COP22 was an opportunity for integrated response on ‘Climate change and children rights’. A new focus was placed on millennials and the middle-class. On digital communication, UNICEF Morocco had a leader position compared to other UN agencies and main child rights institutions and NGOs.

UNICEF Morocco made public its position to withdraw children under-18 years from the list of domestic workers. Media and CSOs were mobilized. A six-month collective mobilization effort contributed to raising of the working age to 16-years with a transitional period of five years to abolish children’s domestic work.

Thanks to a partnership with the Highway Company in Morocco, a wide communication campaign was undertaken during the COP22 period, reaching more than 700,000 highways users daily.

During UNICEF’s leg of the Marathon des sables, 900 athletes from 49 nationalities put on UNICEF T-shirts and ran in the desert of Morocco. The call to stop climate change impact on children received international media coverage.
The youth movement for children rights advocated during the Youth Climate Awards, a COP22 labelled event on behalf of children based on youth-made films. The 14 youth networks of the movement were preparing to mobilize through their social media platforms and ‘on the ground’. The web platform hosting their creations has had 2.254 million views since May 2015.

A strong communication and public advocacy intervention supported the achievement of the ECD South-South conference’s results in September, using a mix of traditional and online channels, including the launch of UNICEF Morocco’s official Twitter account.

South-South Cooperation and Triangular Cooperation

The Government of Morocco actively seeks South-South and triangular cooperation and UNICEF-Morocco continued to support such efforts in 2016.

In September, UNICEF Morocco, in collaboration with the Ministry of Education, organized a South-South Conference on early childhood development. The conference brought together national government representatives from nine countries from the Middle East and Africa region, as well as key UNICEF, UN and bilateral partners, to explore and discuss opportunities and strengths related to ECD. The more than 150 participants included official government delegations from Burkina Faso, Cote d’Ivoire, Jordan, Mali, Mauritania, Morocco, Senegal and Tunisia. The conference enabled sharing of best international practices, invited country practices and new ECD developments. This resulted in the ‘Rabat Declaration’, which was adopted by all invited governments and endorsed by the Government of Morocco with effective mechanisms for recommendations follow-up.

South-South cooperation was also a central strategy for the social inclusion component of the country programme. A key initiative in this domain was the support to the organization of the Second Francophonie Forum on Evaluation that took place in Marrakech on 13-16 December under the theme of ‘Evaluation in the face of new development challenges’. This event came in the continuity of the South-South cooperation initiative supported by UNICEF Morocco in the past with the countries of Latin America, on the evaluation of social policies.

In December, UNICEF Morocco facilitated South-South cooperation via a first-of-its-kind national conference organized by the Ministry of Justice on the role of legal social workers in judicial procedures for children in contact with the law. More than 200 legal social workers and professionals from key sectors in Morocco exchanged ideas about best practices from around the world, including Bulgaria and Egypt. This resulted in a commitment formulated by the Minister of Justice to make this matter a priority area.

Identification and Promotion of Innovation

As part of the commitment towards the realization of the SDGs, the Government of Morocco, in cooperation with United Nations, held a consultation on the national contextualization of the SDGs. UNICEF Morocco supported this initiative by contributing to the organization of a consultation of children and young people on the SDGs and their implementation. Children and young people from different socio-economic backgrounds from different regions of the Kingdom discussed the Global Development Agenda, their expectations and the role that they can play in the achievement of the Goals.

The development priorities for Morocco that children and adolescents identified and discussed included: the promotion of quality education for all; social inclusion, especially for children with disabilities, immigrants and refugees; the fight against poverty and disparities; and gender equality. They also discussed enhancing peace and security, improving health
and protecting the environment. The participants stressed that improvement in the situation of Moroccan children depended on enhancing and promoting the role of women in society; and that, despite the efforts and progress made by the country, there is still some way to go to accelerate the achievement of children and young people’s rights.

The richness of the discussion and the perspectives of Moroccan children and youth were summarized in the report that the Government of Morocco presented at the High-Level Policy Forum on Sustainable Development in July 2016 at the United Nations Economic and Social Council. The Government committed to continue to associate children to the midterm review and the localization of the SDGs in line with the existing constitutional right to participation. This documented initiative was considered a good practice at global-level and a synthesis in French, English and Arabic was shared with several UNICEF Country Offices.

**Human Rights-Based Approach to Cooperation**

Mainstreaming human rights principles into all programmes continued to be the basis of UNICEF Morocco’s cooperation benchmarks in 2016. Efforts were maintained to inform strategic interventions, from knowledge generation and technical capacity development to advocacy and partnership.

The human rights approach was adopted in the process of developing key studies, namely the study on ‘Child sensitive and integrated social protection vision’ and the study on ‘The multidirectional measures of child poverty’, which ensured that evidence generated was based on disaggregated data and on a comprehensive analysis of the capacity and responsibility of the different duty holders.

Following the UN Committee on the Rights of the Child Concluding Observations, UNICEF Morocco prioritized support to the development of capacity of the National Human Rights Council to establish an independent child-sensitive monitoring mechanism with a clear mandate to receive and address individual complaints of alleged violations of children’s rights.

UNICEF Morocco also supported the development of the child rights curricula of the national training institute on human rights to develop capacity in independent monitoring and promotion of human rights. The institute aims to become the first such specialized centre in the Africa and Middle East region. The support aimed to develop the capacity of the National Council on Human Development (CNDH) both at central and regional levels (presence in 12 regions) as well as the capacity of other stakeholders and NGOs active in independent monitoring.

The opportunity and ability of children to claim their rights was also supported through UNICEF’s focus on child participation. UNICEF Morocco facilitated a nationwide series of consultations of children preceding the formulation of the Country Programme Document (CPD) and their participation in the Post-2015 Agenda and SDG consultation.

**Gender Equality**

A #EndViolence campaign was conducted at the national and regional levels in collaboration with key social sectors (Ministry of Social Development and Ministry of Education) and civil society. More than 4,600 children, (53 per cent girls) were sensitized on the various forms of violence and trained on the rights of children. More than 1,300 parents (90 per cent of the mothers) participated in the sessions on the fight against violence organized by schools. In the same line, and to produce evidence on the issue of violence, UNICEF Morocco managed to introduce specific components of violence in two important surveys of households with National Observatory of Human Development and Ministry of Health.
Thanks to advocacy with the Government and the Parliament to end child labour (especially girls) in domestic work, a law was adopted on 26 July that bans the exploitation of girls under the age of 18 in domestic work. Specific gender-focused programme activities were developed to empower vulnerable adolescent girls, particularly young single mothers, by facilitating their access to vocational training and employment opportunities through the programme ‘Forsa’. The girls participating had qualifying training, enabling them in the medium-term to be economically autonomous.

Through its work on justice for children, UNICEF Morocco developed interventions that minimize the risk of early marriage. These included legislation review, building the capacity of family judges and communication for development. UNICEF Morocco was also part of the regional study on early marriage.

In parallel, mainstreaming gender into planning continued to be in the heart of the programme interventions to secure lasting benefit for boys and girls. UNICEF Morocco worked for better integration of gender aspects in the CPD preparation and programme strategic notes for the next cooperation cycle 2017-2021 and was an active member within the UN inter-agencies gender thematic group.

UNICEF Morocco’s gender task force served as the mechanism for coordination and monitoring of gender-related activities.

**Environmental Sustainability**

In November 2016, world leaders gathered in Morocco for climate talks at the COP22 summit. UNICEF Morocco seized this opportunity to raise awareness on the impact of climate change on children and to ensure that children were part of the agenda. Major activities focused on the voice of children, advocacy, and the quality of education in schools.

Believing that climate change should be an integral part of the civic education curricula, UNICEF and its partners organized learning sessions in middle schools to raise adolescents’ awareness on the issues of climate change (locally and globally) and help them understand COP22 challenges. A total of 129 students in eight schools across four provinces developed small innovative projects and local solutions to reduce climate impact and participated in the Conference of the Youth (COY12). The main objective was to help young people share their views and empower them to advocate with decision makers and mobilize their communities.

During COP22 an energy-efficient school was launched in collaboration with Philips Lighting, which has contributed to improving the living conditions in the residential school. The savings in electricity costs for the school allow for investments in the quality of the building, including the classrooms, the hygienic facilities, the dormitory and the sport facilities.

UNICEF Morocco also collaborated with UNCEF Headquarters (HQ) on climate activities during COP22, such as COY Digital Advocacy Workshops and an Air Pollution and Pneumonia side event.

UNICEF also adopted a no-waste solution, which certifies that used ICT materials are returned to the market with a guarantee of zero per cent waste at the end of the treatment. This is accomplished through the reuse of removed parts and the recycling of leftover materials to create a wide range of products exclusively from the raw materials extracted during the process of recycling toner cartridges. With these treatment methods, UNICEF Morocco ensured no crushing, no incineration and no landfill contribution.
Effective Leadership

The management indicators defined in the annual management plan were harmonized with the UNICEF global Country Office Scorecard indicators, allowing for real-time tracking of progress. The scorecard indicators were reviewed as a standing item of the country management team (CMT) agenda. Monthly, the programme coordination meeting took a detailed look at programme-related management indicators using a detailed report. These actions allowed UNICEF Morocco to consistently improve on the key performance indicators.

The business continuity plan was updated as a part of the Early Warning/Early Action (EW/EA) exercise. UNICEF-Morocco’s 2016 EW/EA received a high ranking following review by UNICEF EMOPS.

Delays in implementing the programme budget review (PBR) decision related to the internationalization of the operations manager post caused delays in strengthening the operations function in the office in line with surge support recommendations and audit findings. However, with the support of the UNICEF Regional Office, a temporary appointment operations manager was identified until the P3 operations manager’s onboarding in September. Despite challenges, UNICEF Morocco managed to close the audit recommendations within the established timeframe.

An office improvement plan was developed and monitored closely. A leadership training for all staff was organized and was evaluated positively by staff.

UNICEF Morocco experienced a period of rapid growth, both in terms of throughput (the other resources-funded amount has tripled since 2013) as well as staffing structure (now 30 staff, up from 20). As such, the sections chiefs have increased responsibilities in terms of people, partners, and financial resources management. Management therefore sought to provide key staff the opportunity to expand their professional horizons to better adapt to the evolution of the office via individual coaching provided by a professional coaching firm.

UNICEF Morocco’s CPD for 2017-2021 and the associated country programme management plan were developed a participatory manner involving all staff.

Financial Resources Management

Despite regular monitoring and recommendations from the CMT, bank optimization remained a challenge. The CMT organized coaching sessions to be held in early 2017 to help improve planning of expenditure to ensure appropriate levels of replenishment.

HACT quality assurance activities were fully implemented by staff (100 per cent of programmatic visits and spot checks) and by an audit company (for spot checks) and through the public financial regulation body for micro-assessments under UNDP leadership. The key findings and results of these assurance activities will be fully integrated into 2017 assurance plan and risks library.

UNICEF Morocco successfully transitioned to the Global Shared Services Centre (GSSC) and the rate of returned cases steadily decreased. This allowed the senior finance assistant to devote time to HACT quality assurance activities.

Internal controls were strengthened, the table of authorization (ToA) and signatory panel were updated and work processes revised to include transition to GSSC. Bank reconciliations were performed timely and accurately until the migration to the GSSC.

Travel authorizations (TAs) were monitored on a weekly basis and those uncertified were
limited in number and in length. The travel standard operating procedure was revised and should ensure more efficiency next year.

UNICEF Morocco did not have any pending audit recommendations at year end and plans to organize a self-audit exercise to ensure that the team is still on track.

The fund utilization rate was 87 per cent for other resources (OR) funds. The balance was re-phased to 2017. The utilization rate was 97 per cent for regular resources (RR) and 99 per cent for BMA.

There were two outstanding DCTs of more than 9 months, representing 4.6 per cent. This should be resolved in the first quarter of 2017.

Fundraising and Donor Relations

UNICEF Morocco steadily improved its mobilization of other resources (OR). At the end of 2013, only 23 per cent of the OR ceiling of the 2012-2016 CPD had been mobilized. At the end of 2016, more than 70 per cent of the required OR was available. Thanks to high-value, multi-year grants, including those from Canada and the EU, UNICEF Morocco was well positioned for the new programme cycle. Specifically, approximately 61 per cent of the OR ceiling for 2017-2021 programme cycle is available.

However, UNICEF Morocco has experienced disparities in its ability to mobilize resources for the four different outcomes. While child protection and education are well placed for the upcoming cycle (94 per cent and 80 per cent mobilized, respectively), the health and social inclusion outcomes have had to depend mostly on regular resources and thematic funds. Thematic funding will also be required for boosting integrated programming, for instance in ECD.

Moving forward, UNICEF Morocco will build upon the strategies that have proved useful to mobilize resources. This includes putting in place an enabling environment before embarking on consultations with potential donors. Actions taken to date included strengthening awareness of UNICEF’s contributions and its positioning among national counterparts, intelligence gathering of the strategic interests of the donor community, identifying areas of overlap with UNICEF programme priorities, and using on-line and off-line communication strategies to strengthen brand and positioning.

UNICEF Morocco started to explore an untapped potential with the private sector by working more closely with the Confederation of Moroccan Enterprises. In-kind contributions from the private sector (e.g. Philips Lighting) made an impact.

Quality reporting improved with UNICEF Morocco’s participation in the ‘Demonstrating the UNICEF Contribution to Results for Children’ initiative. All donor reports were submitted on time and more than 75 per cent of available resources of the CPD OR ceiling were absorbed.

Evaluation and Research

In 2016, UNICEF Morocco’s monitoring and evaluation (M&E) capacity was strengthened through the recruitment of a dedicated M&E officer.

The 2016 integrated monitoring and evaluation plan (IMEP) was developed through a consultative process involving all sections and partners and was reviewed regularly via the country management team. This process led to a prioritized number of major research, monitoring and evaluation activities for the year.
The 2016 IMEP did not contain any evaluation. The management response of the evaluation of the local development programme conducted in 2015 was implemented, with 12 actions spread over the period of March 2016 - February 2017 to implement the evaluation recommendations.

The management response was uploaded into the 'Evaluation Management Response Tracking System' within the agreed deadlines in accordance with the guidelines. The status of activities relating to the implementation of the evaluation recommendations was regularly updated in consultation with the section responsible for the program evaluated. As of 30 November, more than 60 per cent of the actions identified were already completed. The findings and recommendations of this evaluation were used in defining the strategic direction of the social inclusion component of the 2017-2021 Country Programme. Specifically, as guided by the evaluation findings, UNICEF Morocco’s future work on decentralization will focus on regional-level rather than the communal-level support.

UNICEF Morocco was designated by the UN Country Team to co-chair the Inter-Agency Group of Monitoring and Evaluation, which enabled it to play a central role in promoting stronger M&E among UN and national partners and supported the development of the United Nations Development Assistance Framework (UNDAF). UNICEF Morocco provided technical and financial support to the Moroccan Association of Evaluation in organizing the International Francophone Forum of Evaluation in December in partnership with the National Human Development Observatory and the Francophone Evaluation Network.

**Efficiency Gains and Cost Savings**

In 2016, UNICEF-Morocco achieved approximately US$40,000 in savings via several measures. The establishment of a new long-term agreement (LTA) with a communication agency for design, editing and printing services resulted in an estimated 33 per cent price reduction (US$15,000) and an improved contractual obligation to give better control and ownership of Intellectual Property to UNICEF. The negotiations with the consulting company for the National Study on the Standardization of Child Protection facilities, services and practices in Morocco resulted in a cost reduction of US$ 21,500. Following the Deputy Executive Director’s global message on efficiency, the office adopted eight recommendations. The local training committee was kept at the request of the local staff association.

**Supply Management**

UNICEF Morocco was engaged in the operational coordination of the procurement services for vaccines for the Ministry of Health for six types of vaccines. UNICEF Morocco provided support for monitoring of the cost estimate, vaccine ordering, tracking delivery schedule, delivery management, tracking order changes, and monitoring of payments. The table below shows the evolution of purchasing services for the Ministry of Health in last three years:
Programme supplies increased in 2016.

<table>
<thead>
<tr>
<th>Programme supplies Morocco</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>US$11,689</td>
<td>US$ 0</td>
<td>US$103,028</td>
</tr>
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</table>

The total value of procurement done locally as of November 2016 was:

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Value in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Services</td>
<td>289,553</td>
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<tr>
<td>Programme services</td>
<td>981,602</td>
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<tr>
<td>Operations Goods</td>
<td>150,873</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,422,028</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Sub-category</th>
<th>Total Value in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations Services</td>
<td>Facilities</td>
<td>171,455</td>
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<tr>
<td></td>
<td>Telecom services</td>
<td>109,534</td>
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<td></td>
<td>Fleet</td>
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<td>insurance</td>
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<td>Courier</td>
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<td></td>
<td>Fret &amp; Import</td>
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<td>Programme services</td>
<td>institutional services</td>
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<tr>
<td></td>
<td>individual Consultant</td>
<td>261,554</td>
</tr>
<tr>
<td></td>
<td>Events</td>
<td>155,445</td>
</tr>
<tr>
<td></td>
<td>Printing services</td>
<td>124,459</td>
</tr>
<tr>
<td></td>
<td>Travel</td>
<td></td>
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</tbody>
</table>
The supply section ensured competitive bidding for all supplies and services; reducing single sourcing. Seven cases were submitted to the Contract Review Committee (CRC) as compared to zero CRC in 2015.

**Security for Staff and Premises**

UNICEF Morocco did not face any major security concerns in 2016 and no serious incidents were reported throughout the year. The country is rated as low risk (2). Premises were MOSS compliant since the installation of anti-blast film on all windows at the beginning of the year. Evacuation drills were regularly organized and assessed. UNICEF Morocco established excellent working relations with the UNDSS Security Advisor, whose support on several sensitive issues was much appreciated.

**Human Resources**

Throughout the year human resources (HR) indicators were closely monitored monthly by the country management team. The timeline for recruitments was improved from an average of 130 days at the beginning of the year to 78 days for cases initiated in 2016. The overall quality of submissions improved. Timeliness of performance management was a challenge. Regular reminders, coaching sessions and close follow up by the country management team and senior management contributed to the global improvement of a performance management culture in the office.

Participation in regional and global training was encouraged whenever possible and 57 per cent of staff attended a training. UNICEF Morocco also provided coaching through the UNICEF Regional Office to all heads of section on team management and management of change. Colleagues participated in a LGBTI training organized by UNDP. Coaching was provided on the use of the talent management system and MyCase.

In close collaboration with the local staff association and senior management, the UNICEF Morocco improvement plan, based on the results of the staff survey, was fully implemented and monitored on a quarterly basis. The joint consultative committee (JCC) met four times during the year. This forum contributed to reinforcing the dialogue between management and staff and adopted several measures to improve staff well-being. UNICEF Morocco approved ten requests for flexi-time to contribute to work/life balance.
Use of interns was increased through partnerships with leading universities and proved to be extremely helpful in supporting the office in carrying out desk reviews and research activities.

**Effective Use of Information and Communication Technology**

Despite the staffing growth and the consequent workload, with the oversight and support from the Regional ICT, UNICEF Morocco finalized the office transformation to a LIGHT Service Centre in order to provide services to Algeria and Tunisia offices as well.

UNICEF Morocco reduced by 10 per cent the ratio of ICT equipment value by number of staff, while keeping up with the organization standards, through extensive use of multipurpose ICT equipment and virtualization.

The use of cloud-based tools was reinforced by expanding the office Team-Site, improving work efficiency with the use of several automated workflows such as Trip Reports, Ops Service Centre, and Cash Flow Forecast.

ICT continued to advocate and support effective use of video and audio-conferencing, with more than 40 bilateral and multilateral sessions supported, especially as the office went through numerous positions opening this year and frequent regional consultation, which resulted in more controlled costs.

UNICEF Morocco had a dedicated Internet of Good Things collection managed by the ICT and communication teams. The ICT team also continued to work closely with the communication team to revamp the office website, with a fresh design to draw visitors in visually and to reduce bounce rate.

In an effort to strengthen emergency preparedness, with the support from the RO, the ICT team performed a surge support mission to UNICEF Syria during the absence of the local ICT specialist there, to lead the ICT team, with a major achievement being the smooth office move from the hotel location to the renewed office premises.

The year-end ICT survey results indicated 93 per cent of staff were satisfied with services.

**Programme Components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1** Vulnerable populations have a better access to maternal, neonatal, postnatal and nutritional quality care, and the principle of equity is reinforced in health programs and policies

**Analytical Statement of Progress:**
In 2016, UNICEF Morocco supported the Ministry of Health (MoH) in the development of the equity approach and the tools to measure and correct inequalities in access to health. UNICEF also supported the MoH disability strategy, especially with respect to ensuring better prevention and early detection of disabilities, including mental disabilities, to promote early childhood development. Thanks to UNICEF support, the MoH equipped the Grand Casablanca region (with population of more than 4 million) with equipment in screening for congenital hypothyroidism.

The activities of the National Health and Nutrition Survey (including iodine deficiency disorders) re-started after a one-year delay. Actions were undertaken with respect to iodization to improve compliance with salt iodization. The availability of standards,
procedures and legislation, private sector involvement and public awareness were the targeted areas to improve iodine use.

UNICEF support to procurement services in immunization contributed to reducing the costs of health services for the system and children. The switch from oral polio vaccine trivalent to bivalent, which was supported by UNICEF, was successful. New vaccines, including human papillomavirus (HPV), were added.

Further to Morocco’s inability to reach Millennium Development Goals 4 and 5, the acceleration plan to reduce the maternal mortality ratio to 60 per 100,000 live births, the under-five mortality rate to 23 per 1,000 live births, and the infant mortality rate to 14 per 1,000 live births, was rapidly operationalized in six priority regions with low coverage indicators, in cooperation with Ministry of Health, UNICEF, WHO and UNFPA. UNICEF was the program coordinator and continued to support integrated management of childhood illness interventions through operationalization of neonatal care chain/network, audit clinic of stillbirth and neonatal deaths, supportive supervision, and capacity development via e-learning.

The 2106 legislative elections delayed the completion of the surveys planned for this year, as all surveys were put on hold during May-October. This also affected implementation of the equity-based health planning tool in the regions, which was delayed to December 2016. The delay of the realization of the surveys made the availability of data for monitoring indicators of results difficult.

Looking forward, UNICEF Morocco advocacy will continue to support MoH and provide technical and financial support to develop an integrated child care policy, based on the right to health and the life cycle approach, combining the unfinished agenda and the reinforcement of health services for better inclusion of well-being and covering all interventions, including adolescent health. This document will be the reference for ensuring equity in access to care and is to be finalized in 2017.

OUTPUT 1 Equity is put at the centre of health interventions, including through a) pursuing documentation on current inequities, b) advocating for neglected diseases and disability, and c) through reinforced C4D for the most vulnerable populations

Analytical Statement of Progress:
In 2016, despite constraints on human resources and services, UNICEF Morocco contributed to the following achievements.

A planning tool for health managers to reduce inequalities was finalized and adopted by the Ministry of Health (MoH). The equity-based tool makes it possible to identify inequalities based on health indicators.

UNICEF Morocco supported the MoH for the widespread screening of congenital hypothyroidism and the launch of screening for deafness, two disabling diseases that affect early childhood development. In 2016, 4,664 children were screened in the health centres supported by UNICEF.

Technical support to a national campaign of immunization (the completion of the oral polio vaccine trivalent (OPVt) switch to polio vaccine bivalent (OPVb), and a campaign promoting breastfeeding among women workers enabled a sensitization of the population reaching 1,001,168 individuals.
Via the establishment of the group of six United Nations agencies working to promote neonatal, infant and adolescent health, a joint action plan was implemented based on equity, prevention, social determinants of health, and cross-sector work. This led to better targeting of interventions towards the most vulnerable populations, using the UNICEF-supported health planning tool.

The launch of the national survey on population and family health (ENSPF) was delayed, with work only beginning in October 2016. (There was a formal restriction of the conduct of surveys during May-October 2016 due to the legislative elections.) This has negatively affected the availability of the data needed to monitor progress, as can be noted in the lack of new data for several outcome-level indicators related to UNICEF’s country programme.

The communication plan on the promotion of rights of children with disabilities, planned for 2016, was not developed. Lack of human resources (both at UNICEF and at the MoH division of communication) required UNICEF to rethink its support strategy. The ongoing recruitment of the Communication for Development Specialist should help going forward.

The decentralization of the equity planning tool in the regions was delayed to December 2016 as representatives from other departments at the local level involved in health (in this case, the Ministry of interior) were caught in the logistics of the legislative elections. Only 7 of the planned 12 regions implemented the use of this tool. This activity is planned to be completed in the first half of 2017.

Looking forward, the new integrated child health policy supported by UNICEF is planned for finalization in the second quarter of 2017. The plan addresses the life cycle, including adolescent health, based on children's rights, with community participation and consideration of the social determinants of health and involvement of different MoH Departments.

**OUTPUT 2** Morocco's Survival MDG acceleration plan is supported through a joint UN approach, via a) regional development of neonatal plans, b) advocacy for pursuing IMCI activities, c) revitalization of immunization activities and d) acceleration of nutrition activities, especially iodisation and breastfeeding

**Analytical Statement of Progress:**
In 2016, UNICEF-Morocco contributed to each of the six priority regions implementing their action plans through the joint UN agencies/MoH and Spanish cooperation program. This joint approach was beneficial for the strengthening of local governance.
While IMCI is designed to improve the quality of child care, its generalization in Morocco has lagged. To contribute to the acceleration of its generalization, a tutorial was designed for the distance training of primary healthcare providers. Sixty-four health providers were trained using this model approach, to be mainstreamed by MoH.
To consolidate efforts to achieve the MDG 4 and 5, with UNICEF support, standardization of the management of paediatric emergencies, obstetric and neonatal emergency care and postpartum care for mothers and newborns was introduced through the development of benchmarks of good practice.
UNICEF Morocco continued to support vaccine procurement services, ensuring rapid delivery of all required vaccines and preventing any shortage, thanks to constant and direct negotiations with Supply Division and support to implementation and monitoring of vaccination schedule. With UNICEF Morocco support, more than 15 billion doses were purchased by Morocco in 2016 at a cost of more than US$8.2 million. This support contributed to the successful polio vaccine switch and a year with no stock-outs.
UNICEF supported an action plan targeting the general population's awareness of the use of iodized salt for food consumption and training of salt producers on the salt iodization process. Fifteen salt production units adopted iodization due to UNICEF advocacy. New opportunities identified in 2016 included the strengthening of skills for providers as an essential pillar for improving the quality of newborn and child care and given the constraints of the availability and mobility of human resources. E-learning courses were developed with the integration of a practical component through the organization of internships in accredited neonatal services. An initial 32 health workers were trained via the model initiative, which will be scaled up by the MoH.

The switch from OPV trivalent and OPV bivalent in 2016 required a significant mobilization by UNICEF Morocco to manage the stress of the overall shortage of injectable polio vaccine (IPV). The switch took place smoothly without any logistical or medical difficulties.

The joint program between the UN agencies (UNICEF, UNFPA and WHO) and the MoH, with the support of the Spanish cooperation, was a good exercise of collaboration and complementarity between the different partners. It was based on an integrated approach to services, focusing on priority regions, flagship actions and indicators of inequity. This joint approach was beneficial for the strengthening of local governance.

Programs for early childhood development such as immunization, nutrition, breastfeeding, salt iodization and screening for disabling diseases such as congenital hypothyroidism and deafness were well structured.

**OUTCOME 2** Access and retention to an equitable quality basic education are improved, especially in favour of disadvantaged children and adolescents

**Analytical Statement of Progress:**
UNICEF Morocco’s education programme addressed equity and quality issues to ensure quality education for all children focusing on the most vulnerable in a low middle-income context where inequity and quality issues still undermined the right of children to a quality education.

Rapid progress was achieved in 2016 with respect to preschool, by supporting the Ministry of Education (MoE) in developing standards and norms, with a strong emphasis on equity. UNICEF advocacy supported making preschool education a national priority and a government budgeting had been made effective to enhance decentralised capacities for service extension targeting the most vulnerable.

As part of strengthening social mobilization of advocacy campaigns for out-of-school children (OOSC), and in line with the OOSC Initiative recommendations, continuous advocacy and support for OOSC campaigns at central and local levels was accompanied by the development of school-based and community-based prevention and remediation mechanisms to prevent and detect dropout using new tools and mechanisms developed with UNICEF technical support in three regions. Quality standards for non-formal schools were developed and adopted by MoE and rolled out in three regions. This first phase already showed results in terms of monitoring improvements among the 30,641 out-of-school children (12.4 per cent of school-aged children). School-based monitoring and action initiative implementation showed results in terms of empowering civil society, including parents and communities, at the local-level to address inequities in access and providing a more coordinated local response to improve access and retention in 54 primary and secondary schools with more than 8,000 children.

The school-based monitoring and action model ‘INSAF’ facilitated advocacy for developing
school equity dashboards enabling development of a national framework for action to develop and test school equity indicators linked to school improvement plans and targeting school accountability. The initiative leveraged school action plan implementation, with more than 3,000 schools adopting school projects, budgeted and funded by MoE decentralized levels.

An initiative to fight against school violence piloted in Marrakech under MoE ownership was mainstreamed. More than 8,000 children had access to violence detection services, mediation and participatory mechanisms for violence detection and awareness. This led to an official MoE national action plan to combat school violence and a change of regulation and school mechanisms for child protection in schools generalized in 2016 to all regional academies of education. A national school-based monitoring system, ‘MARSAD’, was developed and generalized to all primary and lower secondary schools. School anti-violence committees were institutionalised and generalized with UNICEF-Morocco support, creating a national systemic training programme for schools committees.

In order to address the high level of school non-participation among children with disabilities and the lack of adaptive quality education, the MoE and UNICEF supported the regional academy of education of Souss-Massa in developing an inclusive education regional strategy pilot programme aimed at improving access and learning practices for disabled children through a broad participatory approach benefiting 9,200 children in seven provinces. The pilot resulted in Inclusive education being put as a major target of new education reform. A National Action Plan was elaborated with multi-sectoral governance committees. Cross-fertilization among regions began in 2016, enabling pilot extension and building capacities of teachers and school boards to improve access and learning for disabled children. UNICEF Morocco support was key to ensuring endorsement of the inclusive education model as an orientation for MoE for school reform. Training programs for teachers and school boards was integrated in the initial and in-service national training programmes.

Work via ‘Forsa’, the inter-sectoral programme focusing on adolescents, resulted in a national framework to strengthen the counselling system related to life-skills development and school-to-work transition. Institutional tools and mechanisms were developed in three regions in the first phase of work and half of the targeted tools were finalized and piloted, benefiting 7,200 children. Entrepreneurship was integrated as part of school extracurricular programs because of a pilot regional program of adolescent capacity building in collaboration with NGO partners which reached 3,240 adolescents. In 2016, more than 25,000 benefited from life skills and professional orientation programs leveraged by MoE as a first phase of the national life-skills program.

Despite strong involvement of the education sector in achieving cooperation, program outcomes progress toward better access to lower secondary was still constrained by a shift in children’s demographics (more children in rural areas) and difficulties in achieving secondary-education coverage due to relative slow progress in rural school transport development and budget stretch in allocating humans resources. Even so, geographic disparities (more than 4.5 per cent progress in rural areas) and gender disparities were reduced from 2012 to 2016.

Quality indicators showed insufficient progress, due to unfinished programs of curriculum reforms and delay on implementation of coaching programs for teachers, including all tools and systems created with UNICEF support beginning in late 2016.

New sector reform offered opportunities to sustain achieved results and strengthen coverage and impact. Major UNICEF priorities were embedded as education sector objectives targeting improved equity and quality. Decentralization also offered an improved
environment for strengthening multi-sectoral coordination and integrated areas of development. This will allow for sustainability of achieved results and accelerated generalization of system changes to improve quality in access and learning as major areas of equity interventions guiding the UNICEF 2017-2021 education programme.

OUTPUT 1 Youth and adolescent development: Participation and orientation mechanisms are developed and life-skills competencies for adolescents and youth are strengthened a) Orientation mechanisms are developed and strengthened b) Life skills development is integrated within education system mainstream c) School to work transition mechanisms developed and implemented within formal, non-formal and vocational education systems2012-2014 : Mechanisms for participation and development of competencies of adolescents (10-19 years) are developed at the local level and shared at the national level for institutionalization

Analytical Statement of Progress:
A national programme was developed in partnership with MoE to improve life-skills and citizenship education and school-to-work transition mechanisms. National officials participated in a Regional Life-Skills and Citizenship Education initiative, which enabled high-level advocacy and debate, including Life-Skill and Citizenship-based education as a priority area. A steering committee was established with UNICEF Morocco support, bringing the main education stakeholders together under the leadership of the vocational training department of MoE. The first phase of work resulted in the finalization of a set of child and adolescent-based tools for life-skills development in both primary and lower-secondary education. These tools were piloted and implemented in three decentralized regions reaching more than 25,000 children.

The 2015-2030 education sector reform plan offered an opportunity to accelerate building a multi-pathway education model, including strengthening vocational training linkages. Targeting school-to-work transition, a programme of personal projects, including life-skills improvement and child participation in primary and lower-secondary, was finalized. It included 6,520 children in two decentralized regions in 2016. With UNICEF support, the finalized tools were embedded in the national MoE counselling system along with a training program benefiting more than 38 teachers and 16 councillors in the 2016 model phase. The model will be generalized to all lower-secondary school in 2017 and embedded in the MoE teacher training system. The first results showed enhanced children life skills capacities, with greater interest in learning by the students and improved relations between children and teachers.

To support development of a national multi-pathway education system (academic and professional), national early preparation for school-to-work transition in primary schools, developed with UNICEF support, was utilized by MoE in 2016 in 157 primary schools for 669 teachers and 19,000 children at national level.

An entrepreneurship programme was developed and implemented in a pilot region benefiting 4,250 adolescents in lower-secondary age. The programme was mainstreamed in partnership with a major NGO and decentralized by MoE. It resulted in system change by creating an official structure for life-skills development, including MoE pedagogical experts and counsellors. Tools and systems of governance, including local, regional and national comities, were developed, tackling coordination between councillors, heads of schools and teachers.

A second-chance school model was developed, with a strong emphasis on life-skills education targeting for out-of-school children. The pilot involved 142 adolescents in the model phase and more than 16 teachers and 12 administrators of non-formal education. The
model was embedded in the MoE action plan for 2017, which aims to extend to 12 second chance schools in 6 regions. Results of implementation showed that children benefit from a larger scope of life-skills improving their socio-professional insertion. The model developed improved private-sector partnership with second-chance schools impacting relevance of learning and vocational training and enhancing professional opportunities for beneficiary adolescents. Strengthening counselling programs enabled to bridge all adolescents’ education components as a prioritised area of intervention targeting life-skills based education improvement as a major component of new UNICEF education programme 2017-2021.

The results achieved during the 2012-16 programme cycle helped prioritize school-to-work transition and life-skill education by the MoE in Morocco.

OUTPUT 2 Equity in access and learning in strengthen at the local level a) continuing and strengthening education MoRES implementation b) developing mechanisms and tools to support MoRES based school action plans c) reinforce upstream process through results based advocacy and partnership.

Analytical Statement of Progress:
With UNICEF support, a national strategy was elaborated to combat violence in schools, including regional action plans with a major focus on monitoring child protection in schools and school-based capacity development through a national pedagogical and mobilization mechanism. The system supported generalizing school protection structures with a training system for violence prevention and remediation. A toolkit for preventing school violence was institutionalized, including a school-based violence monitoring system and capacity building modules for teachers and school administrators. Results showed a strong impact on violence reduction. Since the program was implemented in Marrakech region in 2015, the number of violence detected was reduced from 17,000 to less than 400. Multi-sectoral regional committees, including health, justice and national security, were made effective in 2016 and contributed to developing and implementing protection regional action plans. Major achievements in 2016 enabled effective coordination between police and head of schools through direct hotlines to protect school environments.

Following the Out-of-School Children Initiative (OOSCI) recommendations, out-of-school children were targeted through implementation of a national system of dropout prevention that supported both training and mobilization of teachers and local NGOs. Three regions benefited from the out-of-school tracking and prevention system. The impact at national level was shown by lower dropout rates (from 2.3 per cent in 2015 to 1.9 per cent in 2016 according to MoE Information System). The national school-based mechanism was finalized and endorsed in school projects in three regions to tackle the risk of dropping out and reintegrate school dropouts as well as strengthen bridges between non-formal and formal education. Quality norms for non-formal education were endorsed by a MoE certification system, ensuring better learning and monitoring of non-formal education in three regions.

School-based actions and monitoring mainstreamed under the ‘INSAF’ framework were extended in two districts covering more than 54 schools and benefiting more than 6,000 children. UNICEF supported local assessment of results and impact showing major trends of community and school mobilization and enabling improved secondary transition in one province, raising secondary school enrolment by 13 per cent and retention by 10 per cent. Learning indicators were introduced for the first time as outcomes to school action plans under national Education Monitoring Information System, providing schools with learning outcome indicators and linking action to quality of learning improvement.
Constraints included delays in finalizing national standards and norms of monitoring and action, which had an impact on the number of schools targeted. This included national school board training programs that had been generalized and finalized in late 2015 and delayed finalizing a school equity dashboard due to a lapse of new education strategy development and launch in 2016.

Improving school environment and management were already embedded in sector reform operating a system change toward a focus on the school level for better education outcome. This ensured continuity of created systems in the new UNICEF programme 2017-2021, with a focus on generalization and capacity building to ensure accelerated coverage.

**OUTPUT 3** Preschool national frame work is developed and endorsed by education system
a) preschool norms are developed and institutionalised b) National adaptive costing model is developed and endorsed c) Mobilisation and coordination strengthening is supported and included in process of national strategic framework development

**Analytical Statement of Progress:**
Advocacy for preschool education by UNICEF Morocco enabled adoption of preschool education as a main priority of the Moroccan Government’s new education strategy for 2015-2030. In 2016, social sectors began to include early years focus with ongoing development of national policies and programmes, offering the opportunity to raise ECD as priority in UNICEF Morocco-Government cooperation framework. Health, social protection and education sectors were the most advanced in integrating early years as a specific focus. The Ministry of Education championed advocacy through strong development of early learning, with the country’s first preschool education national policy.

A national preschool strategy was finalized with UNICEF support, including development of norms and financing models through a broad participatory approach. A national strategic committee including all preschool stakeholders and main service providers was established under the leadership of MoE to guide national strategy building to improve regulation and expansion of preschool services. A national curriculum framework was finalized with UNICEF support in 2016 and was tested in three regions. The capacity of teachers was developed through training modules. Costing models were developed with an equity perspective, leading to a first-phase budget allocation (US$4.5 million) for preschool education targeting strengthening decentralized MoE structures for a progressive expansion of preschool services and development of local partnerships for better equity targeting. Parental education development was launched with a major NGO in partnership with the MoE.

A national framework was developed with the support of UNICEF technical expertise covering a wide range of diverse specific local needs. Partnerships with NGOs made it possible to strengthen the capacity of civil society, which plays a key role in supporting service extension for the most vulnerable, specifically in rural areas. In 2016, UNICEF support resulted in the leveraging of funds for 82 preschool units targeted for preschool parental education development, covering 6,235 preschool-age children. Systems and tools developed were already embedded in the education sector and development of extension began in 2016, ensuring sustainability of achieved results for quality preschool education under quality norms.

High-level advocacy and learning on ECD was supported through the organization of a south-south conference on ECD with strong emphasis on early learning and parenting. The conference was held in September 2016 for 150 participants, including official government delegations from Morocco, Tunisia, Jordan, Cote d’Ivoire, Senegal, Burkina Faso, Mali,
Madagascar and Mauritania. The conference provided an opportunity for sharing international best practices and those of invited countries' and of new ECD developments. The conference also helped high-level experts identify effective ways to develop policies and funding, and particularly in integrated multi-sectoral approaches to meet the challenges of the SDGs. A multi-country declaration was adopted by all invited governments and endorsed by the Government of Morocco with an effective mechanism of recommendations follow-up and was materialized in a multi-government comity that included early years development in Morocco sectoral south-south cooperation with other countries.

**OUTPUT 4** A regional piloting model is developed and used as advocacy to inclusive education within education system a) A regional framework of access and completion improvement is developed b) Multisectoral mobilisation and participation ensured

**Analytical Statement of Progress:**
Strong advocacy and evidence generation enabled the generalization of the inclusive primary education model and the piloting of the secondary education model for children with disabilities, including a school-to-work transition component. Governance officials created structures, with UNICEF support, that offer opportunities to leverage action for inclusive education and enable a multi-sectoral platform of development. They address a coherent and integrated approach of inclusiveness covering areas of health, protection, and improved legal and physical environment to strengthen education access and completion for disabled children. Additional advocacy is still needed as social perceptions of disability were still undermined by a health perspective.

A sub-regional inclusive education programme was developed and implemented, including capacity building, participation and network creation, as well as a national advocacy strategy. The sub-regional program was extended, benefiting 739 teachers in 22 primary schools and covering 9,200 children. The pedagogical adaptation for disabled children was embedded in the national curriculum and in teachers' initial training system. MoE developed a national action plan for in-service teachers training beginning in January 2017.

The first-phase evaluation of the programme showed significant impact on changing perceptions on education inclusion. Specialized classes changed from segregated classes for disabled children to bridging inclusion to regular classes. This enabled transition from specialized to regular education. Decentralized advocacy supported government budget contribution to enhance accessibility, covering costs of specialized school transport for disabled children for four schools in 2016.

Based on the positive results and lessons learned, in 2016 the regional academy of Souss-Massa launched the first regional strategy of inclusive education and budgeted funds to improve access and quality learning for children with disabilities. This included multisector governance mechanisms under Decentralized MoE leadership and effective tools for enabling specialized capacities within schools for disabled children. This had an impact at a national level, enabling the launch of official legislation for inclusion of health specialists into primary schools.

Sub-regional evaluations both of primary to secondary transition and lower secondary completion of disabled children were finalized in 2016, creating strong evidence on bottlenecks of lower secondary completion and resulting in a national action plan for secondary education inclusion led by MoE and piloted through a multispectral national comity. The evaluation had a strong participation component of children, enabling mobilization of regional stakeholders for secondary inclusion.
Embedding the adaptive education systems created for disabled children and the review and launch of the new inclusive approach for education ensured sustainability of systems created. The Ministry of Education began training of teachers and heads of schools both in adaptive learning method and inclusive schools projects. The launch and implementation of a national handicap strategy ensured a more strategic umbrella framework and continuous mobilization of social sectors, including education, and better coordination to achieve inclusion in education for disabled children.

**OUTCOME 3** Vulnerable children, especially those deprived of their family or community environment are better protected against all forms of violence, abuse, exploitation, and their vulnerability is reduced

**Analytical Statement of Progress:**
To meet the objectives of the child protection programme, three basic outputs were set to ensure the reinforcement of the child protection policy framework; the strengthening of the resources and the capacity of justice system; the standardization of services and practices of the child protection including formal care and the national capacity building to track and report child rights violations.

Assisted by UNICEF advocacy and technical insights, the Government remained committed to making child protection a priority of the national agenda, including the budget process. Substantive progress was achieved on the CP agenda in 2016, including a formal agreement to consider a holistic systems-approach to child protection instead of fragmented responses, and to coordinate and regulate national and local work on child protection. A formal agreement was reached with the Ministry of Justice and Liberties to include justice for children in the national justice system reform supported by the EU funding. The Ministry of Social Development and the Direction of ‘Entraide Nationale’ recognized the need for a review of the alternative care system in terms of the amendment of the law, and the political commitment of the government, to establish mechanisms for child rights monitoring.

UNICEF Morocco provided technical expertise to national counterparts under the leadership of the Ministry of Solidarity, Family, Woman and Social Development to develop the national programme that operationalizes the integrated public child protection policy. The programming process allowed for definition of results to be achieved during the next five years, together with the measures and modalities for their implementation, and agreement on the common and specific responsibilities of different stakeholders. The programme outlines the resources to be mobilized and indicators for monitoring and evaluation. The plan also enhances the possibility for integrating child protection results in the ongoing Budget Bill.

Major challenges remained to develop the system of justice for children, to establish Child Ombudsman System, and to develop the legal administrative framework to ensure social services that reach the most vulnerable. Challenges also remained to define the standards for social services, establish the gate-keeping system and reform the formal child care system, to accredit and inspect social services and practices, and to secure budgets for the reform. UNICEF will address these priorities through the new cooperation programme for 2017-2021.

In collaboration with the National Council for Human Rights (CNDH), UNICEF supported the establishment of the National Institute for Training on Human Rights, which is considered the first specialized human rights training centre in the Middle East and sub-Saharan regions. The Institute is meant develop the capacity of the CNDH to protect and promote human rights. It also aims to build the capacity of civil society and members of the judiciary and law enforcement to prevent violations of children’s rights.
UNICEF conducted a specialized training programme on child rights monitoring and reporting. UNICEF designed and implemented a specialized training programme on child rights monitoring and reporting as a part of a training toolkit. The training programme also aimed to identify a resource person that could provide the training and knowledge to assess the respect of the rights of the child.

UNICEF Morocco reinforced a joint effort and networking capacity of NGOs by providing them with opportunities to participate effectively in two strategic processes. A national movement of NGOs that involved more than 60 associations was created and strengthened. This dynamic enabled associations to have a broad and intensive participation in preparing the national programme for the implementation of public protection policy, and to better understand and acquire the principles that underlie the policy and to share the vision and strategy of the policy structure. The collaboration strengthened new forms of associative networking and coordination, particularly through the creation of four thematic groups addressing child labour, violence against children, including sexual violence, children on the move and children without family protection. The group of NGOs elaborated a roadmap and an advocacy strategy defining the modalities and partnership framework governing the participation of associations in the effective implementation of the policy.

Through a strategic partnership with the Inter-Ministerial Delegation for Human Rights (DIDH), NGO networks in four regions (Marakech Safi, Souss-Massa, Tanger-Tetouan-Al Houcema, and Fes–Meknes) were supported through tailored training to produce reports on the situation of children's rights in their respective regions, and to work collectively to elaborate the shadow report for the Universal Periodic Review (UPR).

Child rights monitoring will be a key priority of the next programme cycle, as UNICEF Morocco is planning to support national counterparts in strengthening the national system for the regular and independent human rights monitoring. This will be ensured through technical support to the CNDH, including through south-south cooperation, to establish the independent mechanism for children's rights; and through technical support to the Inter-Ministerial Delegation for Human Rights to define indicators in undertaking independent data collection concerning the implementation of the recommendations of the CRC. Technical support also will be provided to civil society organizations for strengthening structured initiatives related to child rights advocacy and monitoring, as well as to strengthen their capacity to prevent, respond to and report on child rights violations.

**OUTPUT 1** Knowledge and partnerships are built for a justice system for children based on: (a) the prevention of juvenile delinquency; (b) the adoption of alternatives to court proceedings and the deprivation of liberty; and (c) the integration of international standards of juvenile justice.

**Analytical Statement of Progress:**
Key areas of justice reform were addressed through an evaluation of the juvenile justice reform carried out with UNICEF Morocco’s support. Efforts were successful in consolidating multi-sectorial partnerships by clarifying and defining the roles and responsibilities of national partners in implementing child-friendly justice initiatives for children. Nine major institutional partners and civil society organizations, as well as more than 500 judges, prosecutors, lawyers and other professionals working with children, were reached to address current gaps in practices, failures in procedures and legislation, as well as opportunities in justice for children, especially implementing alternatives to detention and preventing juvenile delinquency.
Recommendations of the juvenile justice evaluation were elaborated in the agreement of US$3 million with the European Union, which paved the way for comprehensive action to increase access for children in contact with the law, including migrant children, to appropriate and protective justice in line with relevant international norms. The guidance that UNICEF Morocco provided ensured that all relevant stakeholders, including civil society organizations and the National Council of Human Rights, became active members of the Steering and Technical Committees that monitor programme progress.

Despite a delay due to exogenous factors in early 2016, UNICEF supported the Ministry of Justice and Liberties to expand its partnerships, including the education and health sectors, while elaborating roadmaps outlining the processes and procedures required to facilitate children’s access to justice for potential scale-up of the results achieved. Local and regional coordination mechanisms in two judicial areas were reactivated.

UNICEF’s efforts towards evidence generation to produce reliable information on current system functioning transformed UNICEF’s assistance into the launch of four major baseline studies, ensuring that key principles of children’s rights, the recommendations of the Committee on the Rights of the Child, and the UN minimum standards, guidelines and rules applicable in the area of justice for children are respected.

UNICEF participated in two regional surveys on the treatment of children in contact with the law and mapping of best practices in community-based measures in MENA Region. Capacities of justice partners were enhanced and data collected for this exercise provided information about the actual situation and judicial treatment of children in conflict with the law below and above the age of criminal responsibility, children victims/witnesses and in difficult situations.

The capacities of more than 50 per cent of legal social workers in the country were reinforced through UNICEF-supported advocacy efforts and international benchmarking in enhancing social work in the action of justice, and towards full recognition of their key roles and responsibilities in providing quality services for children in legal procedures.

Access to justice for children will be pursued in the next programme cycle and will focus on the national capacity to provide a child friendly proceedings, alternative to detention and diversion in line with international norms and standards.

OUTPUT 2 Actors are mobilized along agreed standards so that children deprived of their family environment or at risk of family separation, benefit from: (a) pilot alternatives to institutionalization; (b) reviewed standards of services for the alternatives; and (c) pilot social support services for families.

Analytical Statement of Progress:
De-institutionalization has been the government’s agenda for more than a decade. UNICEF Morocco provided assistance to national counterparts, namely the ‘Entraide Nationale’ and the Ministry of Solidarity, Family, Woman and Social Development to ensure that national legislation, policy and practices fully support the implementation of the principals of the best interest, necessity and suitability; and to concentrate their efforts on prevention and de-institutionalization.

A draft law to amend the law 14-05 was developed to shape the child welfare services and to provide a framework for alternatives to institutionalization, including recommendations to family support, outreach and community interventions. UNICEF Morocco facilitated the participation of the director of Entraide Nationale and the Director of Child Protection of the Ministry of Social Development in the international conference on alternative care held in Geneva, which provided the opportunity for learning and for moving towards alternatives to
UNICEF Morocco assisted national counterparts to develop minimum standards for alternative care to conduct a national study to standardize practices, services and structures, including those which are associated with alternative care and social welfare. An ongoing national study aims to equip the social welfare institutions with the normative standards that govern services provided for children deprived of family protection and children with disabilities, in accordance with the commitments and obligations of child rights. It should also help to identify and agree on a set of minimum standards of services to improve quality provided by the institutions, to harmonize and reinforce the practices of care providers through the adoption of a standardized referential for the different types of available services. The process was delayed due to lack of national experts, but this was overcome by using international expertise.

In the framework of the implementation of the ‘Forsa’ project funded by the Canadian government, UNICEF Morocco and CSOs implemented models that enable children in residential institutions to leave the institutions through developing life skills and vocational training programmes tailored for vulnerable children. The project also supported the implementation of vocational training for young single women to reinforce their social and economic empowerment.

Changing the paradigm of the alternative care system in Morocco was challenging and time consuming, as it hinges on strengthening social services, upgrading family support services, and establishing a social work function. Work on this result will continue in the next country programme.

OUTPUT 3 Mobilization and monitoring for the integrated protection policy leads to strengthened multisectoral supply chains and coordination models and enables closer monitoring and appeals for child rights violations.

Analytical Statement of Progress:
In June 2015, Morocco adopted the public integrated policy for child protection (PPIPEM), which was developed with the technical support of UNICEF Morocco and the participation of governmental and nongovernmental actors. The PPIPEM expressed the ambition and the will to build an integrated child protection system that takes into consideration the institutional, social, economic and cultural development of the country and is supported by the necessary means and resources to ensure an effective protective environment in accordance with national and international standards. In 2016, to enable effective operationalization of the policy, UNICEF Morocco supported the Government, under the coordination of the Ministry of Solidarity, Woman, Family and Social Development, to develop a national programme of action which defines sectoral programmes based on specific responsibilities of the different actors and stakeholders. The programme defines the monitoring and evaluation indicators required for regular tracking of child rights.

In 2016, UNICEF Morocco further supported the national ownership of the programme by facilitating the involvement of more than 500 participants representing the Government, NGOs and children in elaborating the child protection programme of action. The programme provided the space to agree on elements required for building a child protection system that includes formal political agreement to coordinate actors at national level; a referral system at local level; ways to capitalize on national commitment to improve the social protection system and function; ways to propose transformation and restructuring of services, practices, and structures; and ways to ensure a structured participation of civil society in the reform process, while at the same time regulating the services provided by NGOs in the area.
UNICEF Morocco agreed to consider modelling the referral system at regional level. The Government selected the sites where the ‘systems mapping’ will be initiated and the capacity gap analysis carried out for modelling of the mechanism for systematic identification, case management and appropriate follow-up of child victims or at risk of violence.

A memorandum of understanding was signed between the Ministry of Social Development and UNICEF Morocco in March 2016 that established a shared commitment to support the implementation of the policy during the next cooperation cycle 2017-2021. The agreement allowed UNICEF to mobilize funding from the Government of Belgium to support the implementation of the fourth objective of the policy concerning the promotion of social change.

UNICEF supported the creation of an alliance of more than 60 national and international NGOs, which fully and equally engaged in the implementation and the monitoring of the PPIPEM. Specifically, this effort aimed to mobilize NGOs and coalitions to negotiate their roles and responsibilities in the process of implementation of the policy; equip them with skills and capacities to elaborate advocacy strategies; and support them to outline frameworks for constructive and equal partnership with institutional actors to operationalize the policy.

OUTCOME 4 The policy, programmatic and social environment at national and local level, including social protection systems and budgets, is more equitable, inclusive, child sensitive and evidence-based.

Analytical Statement of Progress:
2016 marked a milestone in the reform of social protection in Morocco, and progress was registered in the promotion of the practice of evaluation of public policies, towards its institutionalization in a national body.

The Ministry of General Affairs and Governance (MAGG), in charge of the programme of convergence of national policies, decided to prioritize the reform of social protection in this process, and finalized a document containing a ‘Vision for an integrated social protection policy in Morocco’. In November, the Vision was presented in a workshop with line Ministries, national agencies and international partners, where a roadmap towards the preparation of a national social protection strategy and action plan was submitted to the discussion. The Vision reflects vulnerabilities across the life cycle, and has a specific component on children and young people, axed on cash transfers.

The Vision proposes to transform social protection in Morocco from the existing system, which is characterized by widespread fragmentation and lack of coverage of most of the vulnerable population, to a modern system of integrated social protection interventions addressing the different risks that individuals face in their lives. The Vision is the result of an extensive consultation process of national stakeholders and international partners and reflects solid data evidence and a strong theoretical research. UNICEF, through its participation to the UN Join-programme with the MAGG on the convergence of national policies, supported the preparation of the Vision by contributing to the production of the mapping of existing social protection initiatives in Morocco, a research paper using a macro-micro economic simulation to assess the potential impacts on children of the reform of subsidies on energy and food, and to suggest social protection responses, and a documentation on social protection policies in selected middle-income countries, to serve as
benchmark for the ongoing reform in Morocco.

UNICEF is, with the African Development Bank, the European Union and the World Bank, among the international agencies supporting the Moroccan government in this key reform process. In the coming cooperation cycle UNICEF will focus on supporting the design and implementation of child-sensitive social protection programmes, with specific attention on children living in poverty, children with disabilities, and migrant children.

The strategic process of reform of social protection was accompanied by the commitment of the Moroccan Government to institutionalize the evaluation of public policies, and to enhance accountability towards citizens, especially the most vulnerable. During the whole programme cycle, UNICEF cooperated with national partners such as the National Observatory of Human Development (ONDH), the Moroccan Association of Evaluation, and the MAGG, to support capacity building and training. UNICEF also promoted South-South cooperation and exchange with countries with consolidated experience in this sector (Mexico and Brazil). UNICEF contributed to the elaboration of different scenarios for the evaluation’s institutionalization submitted to the parliamentarian discussion in 2016 and on which the Government will take a decision in 2017.

In 2016 the organic law on local communities was approved. It defines procedures and roles of territorial policy making and programming. UNICEF, through its partnership with the Directorate General of Local Communities of the Ministry of Interior, contributed to finalization of tools for communal planning (a software integrating data evidence and supporting the elaboration of communal action plans, and a training package) and to a guide and capacity building for the analysis of expenses of local communities in favour of children and young people.

In 2016, Morocco confirmed its strong commitment to the Sustainable Development Agenda, and started the process of adaptation of the SDGs to the national context. The Ministry of Foreign Affairs and International Cooperation led the organization of a national consultation on the SDGs, whose discussion was summarized in the report that Morocco presented at the High-Level Political Forum on SDGs hosted by the United Nations Economic and Social Council (ECOSOC) in July. The United Nations in Morocco supported the organization of the national consultation, with a specific contribution by UNICEF in the organization of a consultation of children and young people who expressed their views of the 2030 Agenda and the SDGs. The child and youth consultation on SDGs was included in Morocco’s report to the ECOSOC and is considered by UNICEF Headquarters as an innovative good practice.

Progress was also registered towards the institutionalization of child multidimensional poverty measurement, which will contribute to the national efforts to monitoring the SDG 1 on ending poverty in all its dimensions. The ONDH conducted a study on child poverty, using the multidimensional overlapping deprivation approach elaborated by UNICEF and adapted to the Moroccan context. Training of technical staff of ONDH and a first stakeholders’ consultation on the methodology took place in 2016. Data and analysis of multidimensional child poverty (with subnational and gender disaggregation) will be available by mid-2017.

Overall, UNICEF provided specific strategic contributions to ongoing social reforms in Morocco, enhancing the visibility of children’s issues in the national policy discussion and supporting child-sensitive programmes based on evidence. The period of general elections in 2016 slowed the pace of reform decisions and the milestones achieved during the year, especially in the reform of social protection, need to be confirmed in 2017, when a new Government will be fully operative.
A child-sensitive approach is integrated into national social protection reform, budget allocations and evaluation of public policy

Analytical Statement of Progress:
In November 2016, the Ministry of General Affairs and Governance (MAGG) presented to line Ministries and other stakeholders a Vision document for an Integrated Social Protection Policy to prepare the ground for the elaboration of a national social protection strategy and action plan. The Vision reflects gender and life-cycle vulnerabilities, and social protection for children and young people (axed on cash-transfers) is identified as one of the key components of the proposed integrated system, along with universal medical coverage, and social protection for people with disabilities and people living in poverty.

The Vision is the result of a participatory process which involved multiple stakeholders (16 Ministerial departments, 12 public institutions, and 6 multilateral international cooperation agencies) and was informed by solid research and data evidence and social protection theories.

UNICEF was the partner of choice of the MAGG in this process, through its contribution to the UN Join-Programme on the convergence of public policies. Specifically, UNICEF fed the policy dialogue with the Government with technical and financial support for the preparation of the background analysis that led to formulation of the Vision (including a mapping of social protection programmes in Morocco showing the fragmentation and inefficiency of the existing systems, and a benchmarking exercise that provides evidence on relevant policy practices in other middle-income countries). UNICEF will continue advocacy and technical support in the implementation of the Vision roadmap in the new programme cycle, focusing on the design of social protection for children, in synergy with national partners, the World Bank, EU and the African Bank for Development, which are accompanying the Government in other components of the reform.

In parallel, progress was recorded in the process of promoting the culture, capacity and practice of the evaluation of public policies, in order to enhance effectiveness of Government interventions and accountability towards citizens, especially the most vulnerable. Following discussion at the Parliament, the Moroccan Government is in the process of deciding the most appropriate scenarios for the institutionalization of the public policies’ evaluation function and its operationalization. UNICEF contributed to the elaboration of three institutionalization scenarios over which the Government will take a decision in 2017. In this process, UNICEF provided technical and financial support to the National Observatory of Human Development and the MAGG (through the participation to UN joint programmes with these institutions) and the Moroccan Association for the Evaluation (Francophone Evaluation Network). Other outcomes of these partnerships were the organization of the 2nd Francophone International Forum of Evaluation (in December 2016) and a series of capacity building initiatives on designing and implementing evaluations of public policies, which included the participation of more than 200 technicians, staff of social Ministries, parliamentarians and civil society actors.

The important policy results achieved during 2016 will need specific advocacy efforts to be confirmed as priorities by the new Government.

OUTPUT 2 Multidimensional approaches, tracking and generating evidence:
Multidimensional measurement of child poverty and disparities is institutionalized as part of central and decentralized information and monitoring systems
Analytical Statement of Progress:
In 2016, Morocco made important progress towards the institutionalization of child poverty measurement. The National Observatory of Human Development (ONDH) signed a Memorandum of Understanding with the Ministry of Solidarity, Family, Women and Social Development for conducting a study on child multidimensional poverty adopting the Multiple Overlapping Deprivations Analysis (MODA) approach developed by UNICEF. Selected ONDH staff acquired the technical knowledge to perform the MODA analysis adapted to the Moroccan context using data of the ONDH’s Household Panel Survey. A workshop with stakeholders to discuss the national adaptation of the methodology took place in July. This will be followed by another workshop in early 2017 to agree on the Moroccan definition of multidimensional child poverty. The final study, jointly drafted by the experts of the ONDH and of the Economic Policy Research Institute (South Africa), is expected for mid-2017. The role of UNICEF in this process was instrumental in advocating the adoption of the analytical approach and in contracting the research partners, and continued with technical support during the analysis. The ONDH expressed its commitment to institutionalize the measurement of multidimensional child poverty as part of the national efforts to monitor the SDG 1 on ending poverty in all its dimensions.

In the process of the adaptation of the Sustainable Development agenda, in May, the Government, with the support of the United Nations, organized a consultation to discuss the implementation of the SDGs in Morocco. UNICEF’s specific contribution consisted of support for a workshop where children expressed their views of the SDGs agenda. The voices of children were included in the report that the Government presented at the high-level political forum on SDGs which took place in New York in July.

During the year, progress was registered in the availability of social statistics on children in Morocco. The ONDH finalized an information system for five regions and worked to adapt the questionnaires of its Household Survey to include new questions on children, and enrich its databases with more data on children disaggregated by gender. UNICEF provided technical and financial support to these activities.

The preliminary stages of the National Survey on Population and Family Health were completed, namely the preparation of the questionnaires and the definition of the sample. The survey is led by the Ministry of Health and it is part of the PAPFAM programme of the League of Arab States. Besides the financial support, UNICEF provided technical advice and successfully advocated for the inclusion in the questionnaires of modules on child discipline, child labour and early childhood development. The survey field work started in December 2016. The results, which will provide an update of Moroccan children’s data profiles, are expected by the end of 2017.

The fragmentation of the statistical system and the length of time taken for the release of data remained major constraints to the availability of updated information on children in Morocco. These bottlenecks need to be addressed with advocacy and investments in the new context determined by the SDGs’ data needs.

OUTPUT 3 Decentralization and local /territorial governance policies and mechanisms are child-sensitive and effectively improving service delivery and participation for the most vulnerable children

Analytical Statement of Progress:
In 2016, new planning and training tools were made available to accompany the Moroccan local communities (municipalities, provinces and regions) in the decentralization reform, for designing and monitoring interventions with specific attention to children. An updated version of Communal Information System’s software (SIC, version 4) was completed and tested by three municipalities in the Oriental and Draa-Tafilalet regions in the East of Morocco. The
software was adapted to the prescriptions of the new legislation on local communities and can combine data from different sources, including local censuses and administrative data. The software provides an updated picture on the social conditions of the municipalities, with a focus on children and women, including indicators on child protection and participation. The SIC is an integral part of the new Communal Action Plan process, and its progressive generalization is planned by the Directorate General of Local Communities (DGCL) of the Ministry of Interior.

Complementary to the SIC, a training package on the process of Communal Planning was finalized and will be distributed to local communities in 2017 for implementation. The training package consists of six modules, and has a focus on participatory situation analysis and planning social programmes relevant for women and children.

In support of better local planning, a learning module for the analysis social expenditures of local communities was completed and 17 staff members of the Oriental Region and its provinces were trained on local budgets’ analysis, with a focus on child- and youth- relevant expenses. The training also allowed participants to produce analysis on the financial efforts on children and youth of the involved local communities.

These tools are the results of long-term technical and financial support provided by UNICEF to the DGCL and to local communities, facilitating the interaction with national experts and accompanying selected municipalities in the Child-Friendly Cities initiative.

In parallel to the work in support of decentralized planning and programming, specific interventions focused on delivering quality social services in disadvantaged areas of Morocco. As a result of UNICEF financial and technical support, 2,248 children in rural municipalities of the Oriental, Draa-Tafilalet and Souss-Massa regions are benefiting from the services of 70 newly equipped community preschools and open-air playgrounds, and 685 girls and 845 boys in four primary schools in disadvantaged municipalities of the Zagora’s province (South-East of Morocco) have access to improved sanitation facilities, planned through a participatory process involving children, school-staff and local communities. By mid-2017, the construction work of school sanitation facilities will be completed in an additional 15 primary schools. Awareness sessions on water, sanitation and hygiene will be performed for students and school staff.

Taking stock of the plurennial experience of its local development programme and to effectively accompany the decentralization reform, in the new programme cycle UNICEF will re-orient the strategic direction of its work to the regional and provincial level, to support planning, budgeting and monitoring work in favour of disadvantaged children and to promote child and youth participation.

**OUTCOME 5** Cross-cutting actions of knowledge production and management and advocacy are based on verifiable data, inducing positive behavioural change

**Analytical Statement of Progress:**

2016 was the last year of the 2012-16 programme cycle and the year of planning for the next cycle. The development process of the Country Program Document 2017-2021 (CPD) was implemented based on a participatory approach and with a focus on the national priorities. The CPD 2017-2021, including the Program Strategic Notes and the Integrated Results Framework, were approved by key government and civil society partners before being submitted to the Executive Board. This allowed to have a guarantee of a strong national ownership and stakeholders’ commitment.

UNICEF Morocco also actively supported the UNDAF 2017-2021 development process. In this regard, UNICEF Morocco played a key role in the development of the UNDAF Results Framework and Joint Action Plans through the Inter-Agency Monitoring and Evaluation
Group, which it co-chairs, and through the taskforce Monitoring and Evaluation in charge of quality assurance and providing technical support to the results groups of the UNDAF.

In terms of capacity building, UNICEF Morocco jointly worked with UNDP, UNFPA and UN Women in 2016 to enhance capacity of United Nations staff and national partners (Government and civil society) on Monitoring and Evaluation and Results-Based Management (RBM). This led to the achievement of an acceptable level of knowledge and competence in RBM, which was essential to ensure high quality in the UNDAF results framework.

In 2016, UNICEF Morocco set a priority to strengthen the quality of the review and planning processes. The Coordination Unit supported the office through the development of innovative tools to better structure the process of annual review and planning of the 2017-2018 Rolling Workplans. This enabled the sections to conduct these processes in a structured way and to align their plans on the priorities outlined in the CPD 2017-2021.

The Harmonized Approach to Cash Transfers (HACT) received specific support to recover the delay accumulated in previous years. The execution rates of the HACT assurance activities increased. Spot checks, programmatic visits and audits reached 100 per cent in 2016, a major advance compared to previous years.

The Youth Movement for Children Rights was strengthened. UNICEF Morocco’s interventions supported the amendment of the child domestic labour law. COP22 was a golden opportunity to raise awareness about a new child rights threat.

With the support of IT staff, UNICEF Morocco launched the Morocco team site, a tool for managing knowledge and internal communication that also aims to provide a central storage and a collaboration space for information and documents. All useful information was shared, including calendars, trip reports, meeting minutes and upcoming events.

**OUTPUT 1** Issues related to unrealized rights of children, boys and girls, are regularly communicated and measurable and positive changes in public policies, behaviours and social norms are made for children

**Analytical Statement of Progress:**
In 2016, UNICEF Morocco's communication and public advocacy included the three objectives of the Global Communication and Public Advocacy Strategy. A new focus was placed on millennials and NGOs as central audiences. Fourteen youth networks joined the Youth Movement for Children rights established by UNICEF in 2016. UNICEF Morocco undertook more than ten communication initiatives, including appeals to abolish child domestic labour and to reduce the impact of climate change on children as part of an integrated roadmap on climate change issues. The South-South ECD conference held in September was supported by a media communication campaign. In 2016, UNICEF Morocco's communication initiatives mobilized youth, NGOs, media, business actors, the sports sector and national institutions.

UNICEF Morocco undertook a public advocacy initiative towards government and parliament to banish child domestic work, which involves mainly girls, as part of the End Violence campaign. Media strongly relayed the UNICEF position and CSOs supported this action. A collective mobilization resulted in raising the working age to 16 years, with a transitional five years to definitively abolish children's domestic work. Seizing the COP22 opportunity, UNICEF Morocco developed an integrated communication roadmap on this topic.
Thanks to a partnership with the Highway Company in Morocco, UNICEF Morocco undertook a wide communication campaign calling for protection of children from the effects of climate change. The campaign reached more than 700,000 highways users daily. A similar partnership was concluded with Marathon Des Sables, one of the toughest foot-races in the world, which supported the establishment of a sports movement for children with the participation of 900 athletes from 49 nationalities who put on a UNICEF T-shirt and called to stop climate change impact on children. The youth movement for children rights, launched by UNICEF Morocco in 2016, raised children’s voices during the Youth Climate Awards, a COP22 event. The movement’s web platform counted 2.254 million views since its creation in May 2015. Through a strong media campaign online and offline, UNICEF Morocco supported advocacy efforts during the South-South conference held in September.

The success of the communication and public advocacy interventions was based on stakeholders monitoring, youth engagement and developing strategic alliances with national institutions, CSOs, media and the business sector. COP22, hosted by Morocco, was a contextual opportunity to raise the awareness of different stakeholders about this new child’s rights threat generation. The size of the communications team was a constraint compared to the office’s ambitions. With the new cycle starting in 2017, UNICEF Morocco will continue its investment in engagement of youth and CSOs. The recruitment of an UN volunteer in the communication section will offer resources to prepare for the implementation of the digital project and continue the investment in youth networks engagement. UNICEF Morocco carried out a study on media and child, the results of which will be used to establish baselines of the new cycle.

OUTPUT 2 Coordination and cross sectoral activities support programme sections in their realization of CPD objectives

Analytical Statement of Progress:
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### Document Centre

**Evaluation and research**

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Morocco_Projet d’évaluation du système de justice juvénile_2015</td>
<td>2016/003</td>
<td>Study</td>
</tr>
<tr>
<td>Morocco_Vision politique intégrée de protection sociale au Maroc_2016</td>
<td>2016/002</td>
<td>Study</td>
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<tr>
<td>Morocco_Institutionnalisation de l’évaluation des politiques publiques_2016</td>
<td>2016/001</td>
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**Other publications**

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comics : “Les 4 sauveteurs” on climate change</td>
</tr>
<tr>
<td>Video: 70th Anniversary of UNICEF</td>
</tr>
<tr>
<td>Climate Youth Awards films - CYA</td>
</tr>
<tr>
<td>Youth Movement Awards - YMA</td>
</tr>
<tr>
<td>Film “Handicappable”</td>
</tr>
<tr>
<td>Video: Partnership with Philips Foundation</td>
</tr>
<tr>
<td>Video: Marathon des sables 2016</td>
</tr>
<tr>
<td>Programme National de Mise en oeuvre de la PIPEM</td>
</tr>
<tr>
<td>Politique publique intégrée de protection de l’enfance au Maroc</td>
</tr>
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</table>

**Lessons learned**

<table>
<thead>
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<td>Lesson Learned</td>
<td>Morocco_Children and youth consultation on the implementation of SDG_2016</td>
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### Programme documents

<table>
<thead>
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<th>Document Type</th>
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<td>Morocco CPD 2017-2021</td>
<td>2016-PL31-Morocco-CPD-ODS-EN.pdf</td>
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<td>CPD</td>
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