Executive Summary

In 2014 the UNICEF Country Programme underwent a mid-term review (MTR) leading to important refocusing and a proposal for revising the office structure. The focus was informed by the comparative advantage of UNICEF in key priority areas identified in the situation analysis (SitAn) and programme reviews, and developed in line with the new Strategic Plan.

The Moroccan economy achieved a growth rate of 4.4 per cent, mainly by good performance in the agricultural sector. The year was also marked by an improvement of macroeconomic indicators following gradual restoration of fiscal and external balances. The relative poverty rate in urban areas was reduced from 7.6 per cent in 2001 to 3.5 per cent in 2011. In rural areas, poverty declined from 25.1 per cent to 10 per cent in the same period, but is still three times higher than in urban areas. With a demographic weight of 41.8 per cent, rural areas are home to 67.5 per cent of the poor and 58.8 per cent of the vulnerable.

The national context saw political consolidation and the launch of important reforms aimed at promoting child rights across the institutional system. The Ministry of Education put preschool high on its reform agenda. The National Integrated Youth Policy, supported by UNICEF Morocco since 2009, was released in May. In health, the MTR of the 2012-2016 health strategy highlighted progress on medical insurance coverage, drugs price reduction and a progressive switch towards non-transmissible diseases. However, the most important development took place in the area of social and child protection, with the UNICEF-supported Integrated Child Protection Policy adopted and an inter-ministerial working group monitoring implementation established, the presentation of the Morocco Report to the Committee on the Rights of the Child, the launch of justice reform, including a juvenile justice component (20,000 children in conflict with the law annually), progress on subsidy reform, and a new census that will impact all social indicators.

In this context, the main UNICEF Morocco results in 2014 can be summarised as follows:

• A UNICEF-supported public integrated protection policy launched by the Head of Government and supported by a newly established Inter-ministerial Working Group provides a framework for actors to mainstream priorities of child protection in sectoral strategies, reinforce coordination and align responses to international standards, enabling concluding observations presented by the Committee on the Rights of the Child (September 2014) to be acted on, thus reaching thousands of vulnerable children.
• A new Monitoring Results for Equity System (MoRES)-based Situation Analysis provided data to act for the most vulnerable, and positioned UNICEF as a credible knowledge leader on children’s rights. The impact of subsidy reform on children (modelled by UNICEF) was mitigated. Children in isolated areas and young people in universities were provided with new opportunities for participation through child local councils, child-friendly cities and social responsibility initiatives in universities.
• In education, UNICEF advocacy succeeded in positioning preschool (only 20 per cent of children currently attend non formal education and inclusive education (70 per cent of children
with disability are out of school) amongst the top priorities of the country’s education reform. • UNICEF managed to position justice for children in the broader justice sector reform and mobilised European Union (EU) funds to support its implementation.

Resource mobilisation was successful, with about 50 per cent of total Country Programme Other Resources (OR) mobilised in a year (Spain, Canada, EU and National Committees). Partnerships and collaborative relationships helped to position children’s rights issues in the reform agendas and positioned UNICEF as a critical partner in policy dialogue with the Government (high-level advocacy, and direct access to Ministries for coordination of rolling work plans). However, this fundraising success and programmatic progress may not be sustained if important human resources and operational reinforcements, highlighted during the Mid Term Review and Programme and Budget Review (PBR), are not operationalised.

Additional shortfalls and constraints included difficulty rolling out pilots and national plans at the decentralised level, and phasing out from interventions where partners showed low absorptive capacity. Additional bottlenecks are linked to fragmentation of actions of civil society organisations and weak development of communication for development (C4D) strategies to sustain required behavioural changes as well as limited monitoring and reporting capacity.

The main strategies used were advocacy, partnerships and collaborative relationships. In terms of advocacy, UNICEF Morocco capitalised on the main global and local initiatives (e.g. the Global Human Rights Forum in Marrakech, the celebration of the 25th Anniversary of the Convention on the Rights of the Child [CRC@25], end of violence campaign); knowledge management (release of new Observatoire National pour le Développement Humain [ONDH] panel data, six studies), and development of new partnerships (Conseil Economique, Social et Environnemental [CESE], CNDH, private Sector, DIDH, and International Council for Control of Iodine Deficiency Disorders [ICCIDD]).

**Humanitarian Assistance**

Heavy rains in November-December 2014 hit the centre-south of Morocco (Souss-Massa-Draa and Guelmin-Es-Smara). While the human impact was relatively limited (36 dead), roads, houses (23,600 houses) and local infrastructure were damaged, and 622 schools were closed. Damage of varying degrees also affected 1,853 schools, including 1,172 primary schools, 503 annexes, 105 secondary schools and 76 qualifying secondary schools.

Early response to floods was undertaken by government, supplemented by the local Red Crescent and some limited community initiatives. No official appeal to international assistance was made, despite a sharing by the Ministry of Environment of unmet needs as of 8 December.

Considering the Level I emergency and government ongoing response, UNICEF Morocco – and the United Nations Country Team (UNCT) – chose not to intervene directly. On the other hand, considering the important impact the destruction of schools might have on an already difficult out-of-school situation, the UNICEF Country Office might advocate for the launch a “back-to-school” campaign in 2015 in the framework of ongoing work with the Ministry of Education and its decentralised bodies.

UNICEF continued to act as a resource organisation for humanitarian assistance, and with the support of UNICEF staff, the UNCT emergency and preparedness plan was revised.
QUALITY EDUCATION FOR DISABLED CHILDREN

A. ISSUE

The latest national census highlighted important disparities in access to basic education for children with disabilities: less than 12 per cent of disabled children reach secondary school, creating an unacceptable level of inequity. Since 2000, a national programme of integration of children with disabilities in public schools was implemented through the creation of special integrated classes aimed at preparing children with disability to progressively join regular basic education classes. If 680 classes were available in 2014, only very few ensured the transition of children with disabilities into the regular education system, and the majority was managed by civil society. Many parents do not want children without disability to have children with disability in the same classroom.

A study conducted in the pilot region of Souss showed that discussions between the specialised centres, integrated classes and regular classes were almost absent in all provinces of the pilot region. The access of disabled children to regular schools is always dependent on the availability of trained teachers, and a systematic lack of medical and social specialised staff is a major issue. Furthermore, teachers are not trained on adaptive methods to ensure quality learning for children with disabilities or with special needs. At the governance level, coordination between sectors of services is a major bottleneck to enhancing access and improving quality in school for children with disabilities.

B. PROGRAMME FOCUS

Hence, the focus of the programme was to include inclusiveness as a major objective in regular education system planning, not maintaining children with disabilities in a different system (unless medically justified).

Three major domains were developed covering: i) changing perceptions through mobilisation, strengthening communication and children’s participation; ii) developing capacity building mechanisms to adapt educational access to children with disabilities both at the pedagogical level and management of school facilities; and iii) creation of a continuum of services: pedagogy of inclusiveness, specialised medical assistance, parent education as well as coordinated monitoring and action.

C. STRATEGIES & EXECUTION

A major pilot was developed in the region of Souss-Massa-Daraa covering all spheres of education decision levels in all provinces, including behaviour change, capacity building and service coordination development in 18 schools covering 9,200 children.

The first phase began with two principal interventions covering both a large comprehensive diagnosis of the inclusive education situation in the pilot region, and the creation of mechanisms of coordination at the local, regional and central levels. The diagnosis of the results was the basis of the second phase of planning and mainstreaming that highlighted three major components: i) mobilisation strengthening, ii) capacity building in the educational field, and iii) institutionalisation of coordination mechanisms for inclusiveness.

A communication and behaviour change strategy was included at the first phase of the
programme to support achievement of results and to create system change. Mobilisation of the Ministry of Education at the central and regional levels was ensured via a wide communication campaign as well as technical meetings, including participation of disabled children, which succeeded in achieving high levels of education as well as field campaigns to increase handicap visibility and disabled children’s education exclusion. At the local level, local governments and education stakeholders took part in a diverse communication programme that included workshops for children’s inclusive education, demonstrations with the participation of children and parents as well as conferences gathering experts, decision makers and education stakeholders. The media campaign programme was designed to follow all steps of the programme and involved radio spots, television debates as well as regular newspapers articles oriented on education rights for children with disabilities targeting both families and schools.

D. MONITORING & EVALUATION

Schools developed specific dashboards for access and retention of children with disabilities that were included in school action plan planning, mainstreaming and evaluation. A feedback loop was developed via an education system planning anchorage within a regional matrix.

E. PROGRESS AND RESULTS

At the school level a major change was operated both in capacity building as well as mobilisation for inclusiveness. Hence children are provided with new approaches of learning and benefit from regular assessments to integrate regular classes.

In terms of access, the result of the first phase of mobilisation ensured an important increase of children with disabilities in schools that reached 31.7 per cent in the targeted districts.

The local governments included for the first time a specific budgetary line to support inclusive education development that resulted, during the first phase, in providing specialised transport to school for disabled children (a pioneering initiative nationwide). Better coordination with health services was reflected as well in an articulated process between medical support and education (almost half of the schools were targeted and half of the total disabled children attending school in the region).

New pedagogical methods were developed to adapt curriculum content and teaching methods to six major disabilities and were validated and adopted by Ministry of Education. The results of the first phase of implementation in targeted schools already show a better learning process for disabled children as well as a better pedagogical differentiation that benefits all the 9,200 children in classes in the targeted region.

The scaling up process has already begun with the involvement of key Ministry of Education central departments covering introduction of inclusiveness inputs in education national planning, schools management committees, teacher training and individualised monitoring of children’s education. As a first result, a multi-sectoral convention was signed between education, social protection and health departments to provide the basis for a national coordinated strategy for inclusive education.

Being a child with disability will not mean poor quality or second zone education and methods used can be replicated for other vulnerabilities.
Summary Notes and Acronyms

AME – Association Marocaine d’Evaluation (Moroccan Association for Evaluation)
C4D – Communication for Development
CESE – Conseil Economique, Social et Environnemental (Economic, Social and Environmental Council)
CMT – Country Management Team
CNDH – Conseil National des Droits de l’Homme (National Council of Human Rights)
CONEVAL – Mexican National Council for Evaluation of Poverty and Social Policies
CPD – Country Programme Documents
CRC – Convention on the Rights of the Child
CRC@25 – 25th Anniversary of the Convention on the Rights of the Child
CYFM – Child and Youth-Friendly Municipalities
DIDH – Departement Interministériel des Droits de l’Homme (Inter-ministerial Department for Human Rights)
ECD – Early Childhood Development
EU – European Union
HQ – UNICEF Headquarters
ICCIDDD – International Council for Control of Iodine Deficiency Disorders
ILO – International Labour Organization
INSAF - Institution of Solidarity with Women in Distress
IT – Information Technology
MAGG – Ministère des Affaires Générales et de la gouvernance (General Affairs and Governance Ministry)
MDG – Millennium Development Goal
MENARO – Middle East and North Africa Regional Office
MIC – Middle Income Country
MICS – Multi Indicator Cluster Survey
MoRES – Monitoring Results for Equity System
MTR – Mid-Term Review
NGO – Non Governmental Organisation
OMT – Operation Management Team
ONDH – Observatoire National pour le Développement Humain (Observatory for Human Development)
PBR – Programme and Budget Reivew
PEP – Partnership for Economic Policy
SitAn – Situation Analysis
UN – United Nations
UNAIDS – Joint UN Programme on HIV/AIDS
UNCT – United Nations Country Team
UNDAF – United Nations Development Assistance Framework
UNDSS – United Nations Department of Safety and Security
UNFPA – United Nations Fund for Population
USAID – United States Agency for International Development
WCARO – West and Central Africa Regional Office
WHO – World Health Organization

Capacity Development

Capacity development aimed at disseminating standards through systems rather than individuals, and thus took several forms, depending on context and partners’ profiles.
The first strategy consisted of targeting training institutions (where pre-service and in-service training are delivered) rather than setting up ad hoc training events (e.g. mobilisation of the training division in the Ministry of Interior, National Judges School, National Public Health School). Where capacity was at a level to foster exchanges, regional-level capacity-building activities took place (e.g. Association Marocaine d'Evaluation/AME). Key partners were provided with external training when relevant skills were not found in-country (e.g. participation of the Ministry of Health in C4D training, Ministry of Health attendance at a Multi-Indicator Cluster Survey [MICS] workshop), and joint exchanges (with Tunisia, Argentina, Mexico) were organised.

The second approach aimed at reinforcing local government capacities. Training of more than 230 partners on the Municipal Information System developed capacity at the local level in three regions to track child rights indicators. With capacity building on “Mainstreaming human rights / gender in local governance system" and on “Water, sanitation and hygiene in schools”, UNICEF Morocco is progressively ensuring that policies adopted at the central level are institutionalised in relevant training units/institutions. In addition, the focus was put on increasing local capacity to identify and demand correction of bottlenecks. The MoRES approach in education was delivered at school level in six provinces to ensure concrete change for 17,000 children, out of who 9,200 were children with disabilities. This approach was supplemented in child protection, through community-based initiatives (e.g. caravans in isolated villages) or association with non-governmental organisation (NGO) networks such as the “Coalition for the Right to Health” aimed at increasing local demand for quality services. Similarly, training took place in health (equity tool, neonatal strategy and nutrition action plan) to ensure that disparities are reduced.

Data collection is required on a cross-sectoral basis and capacity building took place on subsidy reform, multiple overlapping deprivation analysis (MODA) advocacy, MoRES, MICS, panel surveys, and SitAn processing. These efforts led to better quality data and accessibility.

Social norm change remains a significant challenge, and C4D capacity will be reinforced as foreseen in the post-MTR structure.

Evidence Generation, Policy Dialogue and Advocacy

A new MoRES-based Situation Analysis was finalised and will be shared with more than 300 institutional entities, providing a compendium to act for the reduction of the main bottlenecks affecting children’s rights. It includes comprehensive data supported by the ONDH panel survey and was complemented by six studies on sensitive issues (education of children with disabilities, sexual violence, early childhood development [ECD], violence and child protection system mapping, and children in residential institutions) that have supported important policy reforms and action plans, the most important of which was the Integrated Child Protection Policy launched by the Head of Government, after intensive advocacy.

As a result of evidence-based advocacy, the Ministry of Education changed its approach towards preschool education. The subsidy reform of essential services, potentially affecting up to six million children from the middle class at risk of impoverishment, is benefitting from the design of models supported by a joint UNICEF Morocco/UNICEF Headquarters (HQ) Partnership.

Equity advocacy remains at the core of the UNICEF Morocco approach, with incremental results in health for example, where the equity tool technically supported by UNICEF contributed to a
new “right to health” approach. Similarly, current disability and violence data in schools were used to prepare regional policies affecting millions of children.

At the local level, data collected at the municipal level and compiled in municipal information systems are being used to monitor child rights at the decentralised level.

Efforts are being made to progressively move away from survey-based data and work more on routine systems and the new partnership with the Economic and Social Council will lead to a dashboard permanently updated to influence policies at the central level.

The Convention on the Rights of the Child (CRC) reporting processes – support to the Government’s preparation of the Third and Fourth Periodic Reports to the Committee on the Rights of the Child, UNICEF’s confidential report, and support to 50 NGOs to develop and present their shadow reports – provided strong advocacy opportunities that stressed existing bottlenecks and strengthened alliances and partnerships in favour of children’s rights.

**Partnerships**

The MTR highlighted the need to pursue development of more strategic partnerships, balanced with the need to avoid dilution of efforts. Partners were thus assessed for their capacity to leverage knowledge/technical expertise/resources (e.g. CNDH on a study on sexual violence and independent monitoring mechanism) to bring added value in advocacy and behavioural changes efforts (civil society network strengthening and costing of community-based preschool with the Economic and Social Council and Parliament).

At the government level, while partnerships were maintained with 11 ministries, the level of engagement was revised and now is more proportional to the planned results to be achieved. Some non-strategic activities (such as an information technology [IT] project with the Ministry of Youth) were phased out or reoriented towards more promising approaches.

At the local level, partnerships were pursued with regional academia and local authorities (municipalities).

With the private sector, a new partnership with the General Confederation of Moroccan Enterprises created a framework for corporate social responsibility under which exchanges with IKEA, Inwi and Sheraton are included, inspired and driven by the Business Principles Initiative.

Civil society (notably through the establishment of NGO coalitions and networks led by national NGOs Ytto, school-based MORES approach to education (INSAF), Amane, and Handicap International) remains an indispensable partner, for their field-level capacity and mobilisation power while they recognise UNICEF as a standards-setting organisation able to support systems building.

United Nations (UN) partners, bilateral and multilateral donors (World Bank, UNCT, the World Health Organization [WHO], the United Nations Fund for Population [UNFPA], the International Labour Organization [ILO], Embassies), other UNICEF offices (especially Tunisia) and National Committees were brought into joint approaches and programmes (social policy, health, youth) to ensure that efforts were coordinated and included children.

UNICEF Morocco also took the opportunity to develop partnerships with local and international academic institutions (the Partnership for Economic Policy at Laval University [PEP], Rennes,
Oxford, Penn University, and ICCIDD). Royal foundations and religious institutions are potential key allies and will benefit from additional exploration, including on risk management.

**External Communication and Public Advocacy**

CRC@25 was the umbrella concept guiding external communication and public advocacy. As a pilot country for the new communication and public advocacy strategy, UNICEF Morocco set up the same objectives as the Global Communication Strategy. The UNICEF Country Office used the following mix of strategies ranging from raising awareness to public advocacy.

1. Civil society organisation involvement in public advocacy was done during the launch of the child rights toolkit in partnership with the EU delegation;
2. Engagement of the private sector through the new agreement with the General Confederation of Companies in Morocco to promote the business child rights principles;
3. Strengthening the partnership with key players such as CNDH, which allowed UNICEF Morocco to be present during the 2nd World Forum on Human Rights in Marrakesh to publicly advocate for ending violence against children;
4. Involvement of the government to communicate on sensitive issues, as was the case during the national conference on child protection where the Head of Government personally delivered a strong message to mobilise other stakeholders;
5. Reinforcement of the UNICEF Morocco partnership with key media to transform advocacy into a public debate with 61 examples of UNICEF’s presence on TV programmes and not less than 319 articles all favourable to UNICEF and child rights covering different issues ranging from sexual violence to ECD and inclusive education. This process also allowed for a strong positioning of the UNICEF brand.

According to a survey conducted by the UN in Morocco in December, UNICEF ranks as the best known among UN agencies. Influential web-based media also relayed UNICEF’s voice as was the case during the week of 20 November. As to social media, Facebook remains the most popular, even if its penetration rate is 16.35 per cent. It is considered as one of the most appropriate channels to engage millennials and individuals from the middle class as proven by the page statistics. Facebook was used to deploy the #ENDViolence-morocco campaign launched on 20 November.

The focus of communication efforts on fewer selected priorities was the main strategy adopted as well as credible brand positioning to support fund mobilisation.

**South-South Cooperation and Triangular Cooperation**

The Government of Morocco, led by the King, gave a stronger push to South-South positioning, especially towards West Africa. The country trained 15,000 sub-Saharan students, and is considered a positive leader for moderate Islam (trained 1,000 imams) and engaging the private sector in its South-South approach. International bodies such as the CGLU (Conseil des Gouvernements Locaux Unis/Council of United Local Governments) and Islamic International Educational, Cultural and Scientific Organization (ISECO), promoted and facilitated exchanges. Amongst UNICEF Morocco-supported programmatic exchanges are the following:

1. In education, partnerships with Argentina and Colombia on a preschool approach enabled the Ministry to examine models other than those solely based on Middle East and North Africa (MENA), French and Spanish experiences.
2. Social policy created opportunities for sharing and learning from other experiences: 20
countries benefitted from the International Conference on Poverty organised in July 2014, creating momentum that benefited further conferences and exchanges in Algeria and Tunisia, especially thanks to the partnership created with the Mexican National Council for Evaluation of Poverty and Social Policies (CONEVAL). UNICEF Morocco’s experience, especially on support to poverty measurement (ONDH), social policy mapping and subsidy reform (Ministère des Affaires Générales et de la gouvernance [MAGG]) and education cash transfer (Tayssir) were thoroughly shared across the region and HQ, reinforcing networks and raising awareness about the necessity to consider children in socioeconomic reforms and responses. The AME, supported by UNICEF, participated in the Dakar Francophonie Forum with 20 other countries and 139 participants, and the experience sharing is being sustained.

3. In health, a partnership with ICCIDD paved the way for a regional partnership.

4. UNICEF Morocco also organised a study tour for a Yemen delegation on social protection while several exchanges took place with Tunisia and Djibouti on child protection.

The second area for South-South cooperation includes logistical support to West Africa. The Casablanca airport being a main hub, UNICEF Morocco supported the organisation of an IT global meeting (34 offices participated), a supply training activity for all West and Central Africa and French-speaking countries in the region and aims at recommending that more of these facilitations take place.

A more strategic and institutionalised approach to insert children’s rights in the South-South approach of the Ministry of Foreign Affairs is ongoing.

Identification Promotion of Innovation

While a solar-powered bus was experimented with to train more than 1,000 adolescents and youth in isolated areas on IT in 2014, and a new partnership with one of the main Internet providers in Morocco (Inwi) enabled the creation of the first Moroccan-based parental filter for the Internet (also available on mobile devices), most innovation efforts in Morocco are not based on technology for development.

Modelling was used for the first time in Morocco to predict the impact of subsidy reform on children. This very specific methodology is recognised by the Government as a breakthrough. A similarly innovative technical approach can be found in the “Health Equity Tool” developed by UNICEF and its Ministry of Health partner, and – at a more accessible level – in the Municipal Information System covering hundreds of local municipalities and providing comprehensive tracking of child rights indicators.

UNICEF Morocco aims to provide innovation through partnerships, new methodologies and approaches. For example the Integrated Child Protection Policy was preceded by an inclusive consultation, including children in conflict with the law and orphans and via Facebook. In mountainous areas, on the contrary, older traditions were revisited to ensure that local events (Moussem) or traditional recreational approaches (theatre) were revised to serve as child advocacy creative tools reaching more than 30,000 people on the dangers of early marriage.

Support to Integration and cross-sectoral linkages

MoRES demonstrated that no single ministry or partner can solve most bottlenecks alone. UNICEF Morocco thus advocated and supported cross-sectoral approaches through:
• Integrated policies (e.g. Integrated Protection Policy and National Integrated Youth Policy,), where every ministry has a role to play to integrate its sectoral perspective in favour of children.

• Joint programming between institutions: protection and health (for violence detection); protection and education (violence prevention or disability issues); education and local development (preschool); social policy and education (education cash transfer); and social policy and health (MICS). Four thematic areas (violence, disability, adolescents and youth and preschool) were selected for joint approaches.

• Integrated data collection: the panel study supported by UNICEF includes relevant indicators on education, health, nutrition, employment and poverty. The proposed dashboard will include a component on children’s rights monitoring based on CRC articles and a holistic approach to child rights. A municipal information system is providing information on 76 indicators from all sectors, and MoRES in school will include data on enrolment, dropout and quality of education, but also protection, especially for the most vulnerable in rural areas. This ensures that no sector is seen independently.

• Support for dissemination of models and knowledge management specific to cross-sectoral issues to increase synergies and coordination, especially in engagements targeting youth; UNICEF ensured the coordination of the youth thematic donors group (integrating health, sport, employability, civic education and volunteering initiatives).

**Service Delivery**

Retention of users and quality of services appeared as an important bottleneck in previous MoRES studies, and UNICEF Morocco changed its paradigm in some programmes by better ensuring that communities and the population start demanding more quality services and accountability.

MoRES in education is the first example, with indicators, that will be regularly monitored to document progress at the local school level.

Local empowerment was at the base of the preparation of the new integrated policy for child protection, which coincided with the preparation of Morocco Report to the Child Rights Committee. UNICEF organised and animated a network of more than 50 local NGOs representing a vast range of focuses and geographic area to ensure that field demands were integrated in the main policy lines.

Protection against violence was probably the main area for community change. Education and protection developed a common approach with strategy, messaging and local school detection mechanisms to demonstrate that violence was not equated with discipline. In addition, a community approach was used to reduce early marriage (in partnership with Ytto) and sending young girls as domestic workers in cities (in partnership with INSAF). A recourse mechanism being developed with CNDH will provide right holders with an additional tool to reinforce accountability of service providers.

Similarly, in health, UNICEF partnered with the “right to health” coalition, where NGOs advocated for equitable, sustainable quality services and an integrated approach.
Finally, at the local level, the development of stronger demand for equitable quality services is at the core of the child-friendly approach. Reinforcement of local capacity and demand for stronger service delivery will be a focus of the second half of the cycle, with stronger human capacity and integrated efforts towards implementation of centrally designed policies at the local level.

**Human Rights-Based Approach to Cooperation**

An equity focused situation analysis (using MoRES) helped in the formulation of the MTR.

As mentioned in other sections, the equity and rights based approach contributed, under the MTR, to a reorientation of the approach towards the right to health, with a stronger focus on children with disability.

In education, in addition to general policy support aimed at providing quality education for all, efforts took place to target two specific groups of vulnerable children: those out of school (300,000 abandoning each year) or at risk of abandoning, and children with disabilities (70 per cent of who do not attend school). The human rights based approaches are used to plan responses for these groups.

The equity-focused analysis was also adapted at the local level, with municipal surveys and monitoring tools enabling better information regarding local implementation of children’s rights. The experience gained through this exercise will provide the backbone of the cooperation with the Economic and Social Council for the dashboard on children’s rights that is being developed.

On January 2014, the first chamber of the Moroccan Parliament unanimously ratified a draft law to amend Article 475 of the Penal Code, which allowed rapists to avoid prosecution for rape if they married their victims. This represented the culmination of two years of technical support and advocacy with the Ministry of Justice. The preparation of the 2014 Report to the Committee on the Rights of the Child saw UNICEF support its main ministerial counterparts, especially the Ministry of Social Development. Support was also provided to the preparation of the civil society shadow report. All these elements helped prepare the Integrated Child Protection Policy in May 2014 with the direct involvement of 700 very vulnerable children (from institutions).

**Gender Mainstreaming and Equality**

Gender was mainstreamed as outlined below.

- Improved gender disaggregated data and analysis particularly through the SitAn, which highlighted key bottlenecks in term of gender disparities (education enrolment, retention and discontinuation, child mortality rates, children stunted, maternal mortality rate). It also provides a solid gender analysis of the law and legislative frameworks to identify gender inequality in terms of application of the Family Code and the Nationality Code, and raises the issue of violation against girls involved in child domestic labour or victims of early marriage.

- “The national study on sexual violence against children including early marriage” aimed at measuring the prevalence of child sexual violence and analysing key determinants. The study will nurture advocacy to reinforce legal protection of children, particularly girls, and reinforce child-protection systems.

- A Training kit “mainstreaming human rights / gender in local governance system” was
launched, in collaboration with the Ministry of Home Affairs, to reinforce the capacity of local decision makers in addressing human rights and gender in communal planning processes.

- The advocacy process for girls’ education, focusing on secondary transition and retention, resulted in a focus on secondary girls’ education in the new Ministry of Education strategy and action plans.

- In partnership with the Ytto Foundation – a leading local NGO combating child marriage – and UN WOMEN, a community awareness-raising campaign was carried out to combat all forms of gender-based violence, including early marriage, in the region of High Atlas. Activities within the campaign included medical, social and juridical consultations; social surveys; awareness raising on women’s and children’s rights; economic and social empowerment; and child participation through artistic performances, organisation of street theatres and art performances with songs on child marriage in villages and local markets. More than 30,000 people in the region of Imlil (High Atlas) were reached.

The gender focal point from the protection section acts to support the others in quality assurance, but mainstreaming is assured by the Deputy and within the sections’ rolling plans.

**Environmental Sustainability**

UNICEF Morocco pursued its dual approach towards climate change mitigation (through an education module and local municipal actions), particularly in the areas of Tata and Ouarzazate Regions – in the south of Morocco on the border of the Sahara Desert. A post-Hyogo consultation took place, and children from local child municipal councils were mobilised. With the support of the school system, they designed action plans to improve the environment and reduce the impact of climate change. About 800 children were mobilised in total. These plans were shared with the municipal authorities, which will include the key recommendations in their local development plans.

In addition, considering the scarce water availability in these areas, a water study providing an alternative to water-based sanitation (e.g. using grey waters) was piloted in Zagora region.

Comprehensive proposals and a programme were developed, but funding failed to materialise.

**Effective Leadership**

The UNICEF Morocco Country Management Team (CMT), which welcomed a new staff association board in 2014, meets every two months, and focused this year on four major processes.

1) The MTR started in 2013 and ended in July 2014 with the final validation of the UNICEF Morocco Report by the Middle East and North Africa Regional Office (MENARO). The MTR process led to a strong refocus of UNICEF programmes towards core niches, and was accompanied by a review of staffing and resources required to optimally conduct the programme.

2) The Effectiveness and Efficiency (EiE) process was conducted in a participatory way taking into consideration global and regional externalities.

3) An internal Audit took place in September-November 2014 and the CMT was consulted for the main response to be prepared to the Audit’s 17 recommendations.

4) A physical move of the office took place in October 2014. The choice took into consideration
Because of the transitional period caused by the MTR, PBR and the Audit, the Annual Management Plan was ongoing including standard management indicators and Enterprise Risk Management (ERM). This was revised after the MTR and Audit and a new ERM was prepared at an all-staff retreat. Areas of weaknesses identified included the reinforcement of some key committees, recommendations for more rapid recruitment, stronger logical link between the United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) indicators and the necessity to refocus the Annual Management Plan. Since the audit covered the period 2012-2013, most of the recommendations were actually already implemented as corrective measures. However, significant risks were still identified in budget management, donor relations, human resources and key transactions, and operational capacity. Recommendations made during the Programme and Budget Review will be key elements that will contribute to mitigate the risks. Exchange of information with staff was increased through the launch of an all-staff "Monday morning meeting" (48 of which were held in 2014), which complemented ten programme meetings and four all-staff meetings. Senior management aimed to progressively reinforce autonomy and management capacity of the office’s six NOCs, notably through a more meticulous utilisation of Performance Evaluations. Morocco being a relatively stable country, strong expectations are put on the capacity to lead and innovate in programming, progressively positioning UNICEF Morocco as a leader in key programmatic areas and South-South cooperation. The audit plan prepared in a participatory way will be monitored closely.

### Financial Resources Management

Financial monitoring is mainly performed by programme coordination, and each Programme Officer has been sensitised to the needs to optimally disburse funds leading to utilisation rates as of 23 January 2015 of 98 per cent (regular resources [RR] - US$ 1,796,375) and 100 per cent (other resources [OR] - US$ 2,813,356). The CMT will closely monitor utilisation rates for two years. Harmonised Approach to Cash Transfers (HACT) constraints persist and were highlighted both to the audit and into the ERM. Direct cash transfers (DCT) over nine months reached US$ 120,000 (11 per cent). Efforts are continuously being made to reduce that amount, reinforce partners’ assessments and use alternative HACT mechanisms (direct payment).

Regarding cash forecast, the CMT decided for concrete remedial actions following the loss of some thematic funds at the end of the year. The Office must improve its cash forecast and budget control, and work between programme and operations must be better synchronised, considering as well partners’ capacity and occasional contingencies, which may require exceptional replenishments. Bank reconciliations are monitored monthly and posted as per the Division of Financial and Administrative Management (DFAM) schedule. No discrepancy was raised and the outstanding items were usually cleared the following month. The office move generated some extra costs, however. Given that the lease of the old building expired in June 2014 and that the office had not yet found a functional new building to move into, four additional months of free rent were saved by negotiating with the Bank acquiring the building. The office vehicles, equipment and furniture are well maintained and when sold through the Property Survey Board (PSB), the price offered was in general higher than their residual value. The safety instructions were applied and no incident was reported either inside the premises or related to the office equipment and vehicles, which also allowed the office to make savings in terms of insurance costs.
Fund-raising and Donor Relations

Despite middle-income country constraints, fundraising was successful in 2014, through the following.

• More strategic advocacy with local embassies, focusing on integrated approaches rather than stand-alone small proposals (Received: Canada: US$ 6.4 for Youth; Spain; US$ 549,000 for Health; US Agency for International Development (USAID): $US 250,000 for micronutrients, while in the pipeline, there is an expected $US 3.3 million for juvenile justice)

• Participation in regional initiatives (in negotiation: US$ 700,000 from Swedish International Development Cooperation [SIDA] for youth and US$ 500,000 from Korea for Social Policy)

• Strong positioning in key areas (youth, climate change, social policy) enabled the allocation of US$ 3.6 million from thematic funds, while $US 488,000 set-aside funds supported unfunded areas.

• Constant dialogue with National Committees. There is still concern about the financial crisis (“only” US$ 458,000 was raised from National Committees in 2014), but technical programmatic exchanges enabled UNICEF Morocco to maintain dialogue and contribute to human resources leveraging (France: joint exhibit on children’s rights, juvenile justice and youth-focused cooperation; Spain: child-friendly cities).

• Reinforced dialogue with the private sector. A convention was signed in 2014 with the Confederation of Private Companies. IKEA initiated a partnership estimated at US$ 250,000 a year (in ECD). Inwi (Internet provider) provides visibility free through a partnership on child protection, while the Sheraton offered a gala for UNICEF.

The best fundraising strategy aimed at documenting UNICEF’s added value, inter alia through following a strict work process with regular alerts resulting in 100 per cent of reports submitted on time, although additional efforts to keep improving the description of results was pursued, especially via mobilising more human interest stories.

Thus, while figures only refer to US$ 14,587,932 being used as of December 31, 2014 (3rd year of cycle) out of a global ceiling of US$ 30,216,827 (48 per cent), US$ 10,059,927 is allocated in 2015, thus bringing available funds to 81 per cent of the ceiling. The MTR led to ceiling reallocation to one section (education) from another (health).

Evaluation

UNICEF Morocco being in its third year of CPD implementation, three short sectoral reviews took place for health, education and local development programmes. The main aim was to provide focus on UNICEF’s niches to avoid dilution of efforts and identify exit strategies where required. The main recommendations were to focus on equity and neo-natal survival for health and early childhood, access and retention, disability and adolescent and youth in education, and merging of social policy and local development under a single social inclusion programme.

The recent audit underlined the need to reinforce evaluation. The Office recognised the need proposed in the Programme and Budget Review for an NOB Monitoring and Evaluation Officer.

HACT was an opportunity to perform micro-evaluations of three key new partners.
In addition to internal considerations, UNICEF remained a strong advocate in 2014 for the reinforcement of the evaluation function, which took place via the AME. Several training activities were organised at the national and decentralised level (for Parliamentarians, local elected officials, journalists and decentralised services) and participation was organised to international events such as the Francophonie meeting of Dakar on 27-30 October 2014.

In cooperation with ONDH and CONEVAL, UNICEF Morocco also organised an international conference on Human Development Measurement Methods and Evaluation Approaches Focused on Equity in Favour of the New Generations (4-5 June 2014) with the participation of more than 20 countries and 50 experts on evaluation and the multidimensional approach to measure poverty. Furthermore, evaluations are conducted more with some key partners such as CNDH (on children in institutions, children victim of sexual violence), thus enabling more discussion on more sensitive subjects.

The Integrated Monitoring and Evaluation Plan (IMEP) was designed in a participatory way and focussed only on the most strategic studies and review. It had a completion rate of 77 per cent.

**Efficiency Gains and Cost Savings**

The relocation of the UNICEF Morocco premises in 2014 generated additional costs, particularly in terms of operating costs, which doubled between July and October because the office was still operating in the old premises while work was underway in the new ones. Among these costs were water, electricity, information and communication technology (ICT) and security guards. However, a few months of rent were saved on the old building, and new office premises were found that are mainly in line with UN Department of Safety and Security (UNDSS) requirements, thus limiting investment in security.

The upgrade work related to the maintenance of the new premises also generated additional costs. The total cost of the repairs was about $US 80,000.

In addition, UNICEF Morocco had to withdraw from a joint contract signed with a travel agency because of the high cost of tickets, unsatisfactory service and the rigidity of the agency as to tickets replacement for cancelled missions, forcing the UNICEF Country Office to pay penalties for unused tickets.

However, the Office continues to participate in the Operation Management Team (OMT) meetings with the spirit of improving our approach, in order to achieve the desired results.

**Supply Management**

The management of the supply and procurement processes in the office shows a number of dysfunctionalities, which were detailed and addressed in a recent audit report.

Despite the fact that the office, with the assistance of Supply Division and the West and Central Africa Regional Office (WCARO), organised a supply training activity at the beginning of the year as a refresher, supply activities continued to suffer for a variety of reasons UNICEF Morocco developed an audit response plan that outlines several remedial actions, and the CMT is monitoring its implementation closely.

Moreover, the PBR proposal had already indicated the need to centralise the function and reinforce the overall Operations section, in light of the complexity and expansion of the
programme. Proposed responses included creating a Supply & Procurement Officer post (considering also the abolition of the Administrative Assistant post in the Effectiveness and Efficiency context).

**Security for Staff and Premises**

In 2014, UNICEF Morocco moved into new premises, due to the sale of the old premises by the landlord. Any security equipment that was movable was brought into the new premises. The new premises were already Minimum Operating Security Standards (MOSS) compliant, as they had been occupied previously by the Canadian Embassy. They will therefore not require a significant investment in security upgrades. The building is located in a very safe area. An assessment by the local UNDSS office was conducted before the lease contract was signed.

UNICEF Morocco had to install alarm and smoke detection systems, surveillance cameras and fire extinguishers on every floor. A draft evacuation plan in case of fire was also prepared and must be tested very soon with the assistance of UNDSS.

New staff continued to be briefed on security measures once on board. All staff travelling on field mission outside the country received security training, especially the staff going to places affected by security or humanitarian crises.

**Human Resources**

The MTR was an opportunity for UNICEF Morocco to conduct internal and external reviews of the programme to allow better focus for results. The outcome highlighted the need to strengthen the office team by recruiting suitable profiles to support the programme, growing both in complexity and volume, thanks to successful positioning and fundraising.

A Country Programme Management Plan (CPMP) was submitted to the Regional PBR in September for the creation, reclassification and abolishment of posts with the aim of reinforcing the team and providing better management for results. The proposals were all approved except for one, which is still awaiting decision.

UNICEF Morocco continued to use the Performance Appraisal System (e-PAS/PAS) for the staff’s performance evaluation. This exercise sometimes raises tension between supervisors and supervisees, and there does not always seem to be a common understanding of the role of PAS and continuous feedback, which should be nurtured and valued. Few staff take advantage of available training on e-learning sites and the GS staff rarely benefit from regional or global training activities that would enable them to keep abreast with the global organisation. Management must make several reminders in all staff meetings or by email for the completion of the various stages of the PAS/e-PAS during the year. Hopefully, the implementation of e-PAS for all the staff categories will allow for a better performance in this area.

After each staff survey, the office proceeds with the establishment of an Office Improvement Plan (OIP) according to findings. The OIP is then monitored by the Joint Consultative Committee (JCC) and the results of its implementation are shared during the annual management reviews and with MENARO, but also during all JCC meetings, the minutes of which are shared with all staff. The last OIP prepared by the Office was in 2013. The latest staff survey took place in 2014, and following the results obtained for Morocco, an OIP will be prepared by the management team with the help of the staff association.
It is often difficult to discuss issues related to sexually transmitted diseases (STDs) in the Moroccan cultural context, however, the office continues to supply the office with condoms from the Joint UN Programme on HIV/AIDS (UNAIDS), and all newly recruited staff participate in training on AIDS annually organised by UNAIDS. The office has an emergency focal point and staff are annually briefed on Early Warning Early Action. Enterprise Risk Management (ERM) is regularly updated and discussed in all staff, CMT, and programme meetings and during the annual management review.

**Effective Use of Information and Communication Technology**

In 2014 UNICEF Morocco undertook a major migration project from a locally managed and hosted messaging system (Lotus) to a third party-managed Office 365 platform (Outlook, SharePoint, Lync, etc.). This move will increase the resilience of the messaging system as the cloud storage cannot be affected by computer crashes, or any type of computer damage, and will enhance the mobility of the staff members. It will also improve data accessibility as the cloud allows access to saved data from any computer with an Internet connection, easily turning an individual project into a collaborative effort. In addition, the use of Lync significantly reduced the communication and other travel/meeting costs.

Another major successful project during 2014 was the office relocation, which involved a significant amount of preparation work to set up network cabling and to prevent data loss during the data centre migration, which was an effective business continuity plan (BCP) exercise and an excellent occasion to migrate the backup Internet liaison from a radio-based link to a more reliable Fibre Optics link.

UNICEF Morocco also expanded its digital media presence, confirming itself as the most known UN agency in the country, mostly due to the wide social reach on Facebook and YouTube.

The ICT Programme was also involved in the organisation and the running of the 2014 UNICEF Emergency Telecoms Training in Casablanca.

**Programme Components from RAM**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

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

**Analytical Statement of Progress:** The health and nutrition programme included four outputs – newborn health, health care access (equity), nutrition and HIV – that are directly aligned with the UNDAF (outcome 2) and represent a priority (included in the Constitution and supported by a strong demand from the general population).

**Equity is a cornerstone of the Health Strategy.** Ensuring that the Ministry accepts the conceptual move towards equity in health was the most strategic move of UNICEF as a partner. The approach and tools to measure and correct inequity in access to health were fully integrated in the Health Strategy (Marrakech Health Forum, 2013).

**An acceleration plan to reach Millennium Development Goals (MDGs) 4 and 5 was designed and budgeted (joint success with WHO and UNFPA).** In child and maternal health,
the Dubai conference, 'A Promise Renewed' was translated into an action plan for 2013-2015, with the aim of reducing 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. This mobilisation of all actors involved in health towards limited, specific, high-impact results will be implemented in seven regions covering 40 provinces (54 per cent of the population). UNICEF, now the joint programme coordinator, is the sole external support to integrated management of childhood illness (IMCI) interventions and intervenes directly in 32 pilot basic health centres for increased quality services benefitting up to 150,000 children.

**Nutrition strategy co-designed by UNICEF is being extended to subnational level.** The impact of UNICEF (the sole international actor working on this) role in the sector was acknowledged through the MDG Acceleration Plan, which includes three out of 20 axes on nutrition issues (better nutrition interventions at regional and provincial levels, new breastfeeding plan, reinforcement of micronutrient initiatives). UNICEF advocacy led to ensuring that nutrition remains a key area for dual interventions, i.e., an unfinished agenda (malnutrition, breastfeeding and salt iodisation) and emerging patterns (obesity, diabetes), with growing mobilisation of practitioners and NGOs in addition to the Ministry.

The MTR found that the activities performed under the health and nutrition programme in recent years have become dispersed and often lacked strategic vision. However, the MTR recognised the specific added value of UNICEF in the equity approach to public health and some traditional areas of intervention (IMCI and nutrition), which were important for attaining the MDGs, especially considering the comprehensive framework that UNICEF Morocco has set up in these two sectors.

Therefore, and upon request from the Ministry, UNICEF Morocco will first pursue equity in health, which not only supports the Ministry's strategic shift from an 'offer and demand' approach towards a 'right to health approach', but can also help to mobilise other ministries (Ministry of General Affairs and Governance, Interior) and other partners (e.g., WHO) to ensure that all services target the most vulnerable, including children with a disability, and that tools are set up for continuous monitoring of both epidemiological data and social determinants of health, including at decentralised level. As is the case for other sectors, equity will include some C4D aspects since women in most isolated areas are not receiving the most important messages about ensuring the well-being of their children.

The second focus of intervention in health until the end of the programme cycle will be the reinforced joint approach towards survival through MDG acceleration. Under a joint framework where UNICEF could even be the leader (the joint programme is under preparation), effective cooperation between UNICEF, WHO and UNFPA will support the Ministry at central and decentralised levels in ensuring that progress towards MDGs 4 and 5 is sustained and accelerated. UNICEF will focus on IMCI, neonatal care and nutrition. UNICEF will be the administrative agent for an important joint programme funded by the Government of Spain covering six regions.

The technical value of UNICEF in the field of HIV is not perceived as essential or specific. Issues such as new diseases, children with disability, health in schools, protection and parental education will be addressed through advocacy and partnership with the Office's technical sections. Procurement services is a promising strategy that will benefit from the proposed reinforcement of the Operations Section.
OUTPUT 1 In two regions children under five suffering from malnutrition have access to quality advice and nutritional care

Analytical Statement of Progress: To implement national strategy at regional and provincial levels, local nutrition plans were developed in 2014, and support was provided to the National Breastfeeding Campaign. A training module for health professionals was prepared to provide counselling with regard to nutrition of women and children.

Malnutrition is one of the few health indicators that deteriorated in Morocco, although the complexity of the subject demonstrates some variation. However, the latest SitAn provides the following data: 31.6 per cent of children aged six months to five years suffer from anaemia, 40.9 per cent of children aged six to 72 months have a Vitamin A deficiency, 63 per cent of children aged six to 12 years have an iodine deficiency (22 per cent have a goitre), and a third of children under five years of age have a folic acid deficiency.

A 2012 Food and Agriculture Organization (FAO) report mentioned that malnutrition grew from 5.2 per cent to 5.5 per cent between 2004 and 2009. However most of these relatively “old” data demonstrate that a new assessment is required. A micronutrient survey was designed, to be conducted in 2015. This will provide new key data in a sector that is still considered serious in Morocco. This is especially true for salt iodisation, which affects brain development and can reduce educational results; the most recent real survey dates back to 1993. A new partnership, initiated by UNICEF HQ with the ICCIDD led to a new action plan to be developed, with the inclusion of a salt iodisation module in the new micronutrient survey, mobilisation of salt producers and reactivated advocacy for political support.

A breastfeeding campaign was supported, with strategic input provided on communications and key staff from the Division of Communication receiving training on C4D.

OUTPUT 2 In two regions (Souss-Massa-Draa and Guelmim-Smara), newborns are cared for in health services according to standards established by the national strategy for neonatology

Analytical Statement of Progress: UNICEF joined UNFPA and WHO efforts – supported by Spanish cooperation – to support the acceleration plan towards MDG 4 and 5. Under this approach, a joint project (initially budgeted at US$ 7,000,000, most of which is to be mobilised) was prepared and integrated into a joint proposal. While UNFPA mostly intervenes on activities at the pre-delivery level, UNICEF is supporting post-delivery care, especially through regional plans for neonatal care.

Considering that most children’s deaths occur around birth, it was seen as essential to develop special first aid training for 42 midwives in charge of training other midwives all around Morocco. This training, done in partnership with UNFPA, will be monitored through the creation of a neonatal support group including 30 primary health care units.

Quality care at primary level is indeed a priority and is being piloted in 16 primary health centres using a “quality grid” drawn from UNICEF Morocco experience in education. These grids – similar to checklists – enable standardisation of some basic services and thus contribute to access, and more importantly retention at the local level.

Immunisation remains a niche of UNICEF. Although Morocco purchases its own vaccines and is able to set up its own routine, campaign and training with successful immunisation rates, regular
introduction of new vaccines is supported by UNICEF, as was the case in 2014, with a new calendar and administrative support to procurement services.

**OUTPUT 3** Equitable access to health care for mothers and children

**Analytical Statement of Progress:** UNICEF support to the Division of Planning and Financial Resources (DPRF) in 2013 enabled the design of a health equity tool, which was devolved in 2014 at the regional level. In Morocco, regions are vast administrative areas where inequities and geographic inequalities can be as strong – if not stronger – than at the national level. Two regions (Souss Massa Draa and Marrakech) were trained on the tool in 2014 and will report results, especially as regard to more strategic health mapping, in 2015. Some of the results were presented at the National Health Day in June and will inform the new Rural Strategy to be released in 2015.

Equity cannot be measured without data, and in 2014 strong advocacy efforts were directed at the design and implementation of a new Health Survey. With the Ministry of Planning being entirely mobilised by the national census of population and family, they will not be able to launch new surveys before 2016. The Health Survey will not only provide figures for Millennium Development Goals measurement, but will also provide a baseline for post-2015 objectives. Advocacy and training was provided to DPRF to ensure that MICS 5 could provide the framework of this new survey, which will also include additional modules, i.e. related to elderly people, insurance coverage, reproductive health and chronic diseases.

As a culmination of the equity focus, the request by the General Secretary of the Ministry of Health for UNICEF to support the development of a “right to health” approach, which was shared during the Second International Forum on Human Right in Marrakech, will provide a link in October 2014 between UN efforts to design an equitable "health interventions basket" and EU/World Bank work on social insurance, especially towards the most vulnerable (RAMED – a medical assistance scheme for the poorest at national level). This initiative will benefit up to 8.5 million people, a third of who will be children. UNICEF is also a leader in advocating for a better prevention and early care of children with disability (including better communication on risks and newborn screening) and was asked to support the development of the prevention part of the Health Strategy on Disability. UNICEF is joining WHO efforts on "health social determinants" as a proxy to the MoRES approach.

**OUTPUT 4** Strategies and policies on preventing HIV/AIDS among children, adolescents and young people, especially the most vulnerable, are integrated in regional plans of two regions SMD & MTH

**Analytical Statement of Progress:** Prevalence in Morocco remains limited, with only 0.15 per cent of the population affected, except for some specifically vulnerable groups (sex workers and injectable drug users). As of the end of 2014, an estimated 31,000 people are living with HIV/AIDS, of who approximately 1,000 would be children under 15 years of age.

HIV interventions in Morocco are strongly structured along three pillars: i. the national programme within the Division of Epidemiology; ii. the Global Fund, with a coordinating body (Comité de Coordination Maroc) in which UNICEF, jointly with UNFPA, represents the UN; and iii. UNAIDS. UNICEF’s specific niche in this sector is framed along two main interventions: prevention of mother-to-child transmission (PMTCT) (recently changed to elimination of mother-to-child transmission) and advocacy toward adolescents.
In 2014, these two approaches were documented via the following.

- A documentation exercise was carried out about all policies and efforts that contributed to the current PMTCT policy (formative evaluation).
- A training manual for adolescents and youth in the most vulnerable areas was developed.

In addition, UNICEF contributed to the 5th SIDACTION in 2014, which aimed, during one month, to mobilise all media with a special focus on youth (15-34 years old), who represent 51 per cent of new infections. This event also aimed to mobilise funds (US$ 1.1 million in 2012) that will support the very active civil society network.

However, the pertinence of UNICEF’s presence in the HIV/AIDS sector at the policy level was questioned during the MTR review and during the MTR of the UN plans on HIV/AIDS. Although not all systems are currently fully operational in the PMTCT sector, UNICEF’s current support to the National Programme proved limited in its effectiveness, and support will probably be reoriented in coming years towards key NGOs such as The Association against AIDS (ALCS) or the Pan-African Organization to Combat AIDS (OPALS) or towards specific vulnerable groups (single mothers / Moroccans living abroad).

**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:** The Education Programme is a key programme component of UNICEF in Morocco addressing equity and quality issues to ensure quality education for all children focusing on the most vulnerable in a low middle income educational context, where inequity and quality issues still undermine the right of children to a quality education.

Preschool education is still one of major bottlenecks to quality learning, since only 57 per cent of children have access to a preschool education, with the figure for rural girls being only 25 per cent. Therefore, primary and lower secondary education show low learning outcomes and various bottlenecks in terms of transition from primary to secondary school for rural girls (only 67 per cent enrolment rate in 2014). Lack of inclusiveness and violence in schools as well as a lack of equity-based planning and action at school levels resulted in a high rate of drop out that produced more than 300,000 out-of-school children in 2014 who need an innovative and differentiated response to ensure better school-to-work transition.

Taking advantage of opportunities presented in an education reform context, and through a well-developed Ministry of Education mobilisation at the Minister level and partnership with eleven Ministry of Education partners of the programme as well as NGO partnerships specifically on disabilities and preschool education, major domains of intervention were addressed covering preschool education, out-of-school children, MoRES mainstreaming, including gender, as well as inclusive education development.

Equity in education is targeted through a multi-pronged approach including access and retention, quality, governance and adolescents and youth under a major MoRES mainstreaming both through equity-oriented interventions and MoRES level 3 development in the education sector.
A first key result in 2014 was the rapid progress of preschool development. UNICEF supported the Ministry of Education in developing a reference document of standards and norms of preschool education, which has an important focus on the most vulnerable children (rural and girls) through an adaptive orientation of referential development.

MoRES level 3 mainstreaming through the INSAF initiative resulted in a systemic implementation of equity school-based planning and action that already shows results on empowerment of civil society, including parents, at the local level to address inequities in access and provide better coordinated response locally to improve access and retention in 52 primary and secondary schools. More than 8,000 children show improvement in access and transition to secondary schools. The second phase of INSAF mainstreaming focuses on improvement of learning outcomes through a continuous individualised mechanism of competency assessments and remediation.

Supporting out-of-school children’s campaigns at central and local levels and action through school- and community-based prevention and remediation mechanisms aimed at tackling the most vulnerable through a wide programme of prevention and detection of drop out. School-based tools and mechanisms were developed in six provinces of three regions with the technical assistance of UNICEF. A high quality reference document of non-formal schools was developed and adopted by the Ministry of Education and was implemented in three regions in 2014. A first phase already shows results in terms of monitoring improvement of 32,000 out-of-school children in three regions. Strengthening the educational second chance response via a new model of “school of second chance”, including a school-to-work integrated component for out-of-school children, was launched at the end of 2014. It aims to better integrate school-to-work responses through life skills development and strengthening of orientation mechanisms.

Inclusive education development was launched as a major pilot to inform national strategy building for inclusive education. The pilot benefits almost 9,200 children in seven provinces both on improving quality learning and access to school as well as capacity building and strengthening institutional mechanisms for inclusion.

The fight against school violence was a major result following a pilot in Marrakech with the central ownership of the Ministry of Education. More than 8,000 children in the experimental phase had access to services of violence detection, mediation and participatory mechanisms for violence detection and awareness. The pilot resulted in an official Ministry of Education road map to fight school violence and a change in normative practices for child protection in school in January 2015.

Finally, work on adolescent development continued through a major programmatic shift to strengthen focus on school-to-work transition via strengthening of orientation mechanisms, and strengthening of life skills for the most vulnerable. The first phase developed in 2014 produced a national referential with institutional tools and mechanisms that are being implemented in three regions as a first phase. The mainstreaming of the youth and adolescent component is a major part of the response to the national youth strategy developed earlier, with the Ministry of Youth targeting more than 10,000 vulnerable youth and adolescents in the next two years.

OUTPUT 1 The socio-economic and educative constraints to access and retention to basic education of quality for the vulnerable population are reduced
Analytical Statement of Progress: Following UNICEF advocacy in previous years both for preschool education development and inclusive education, since there are high inequities related to access to preschool education (only 25 per cent of rural girls), a national strategy is being developed with the technical lead of UNICEF and the Ministry of Education. It includes a participatory assessment of the preschool sector and the launch of national strategy for preschool education through an international conference on preschool best practices and models of 12 countries of three global regions that included high-level national expertise.

The conference resulted in a technical road map developed in a dedicated workshop with high-level stakeholders, including the Ministry of Education, as well as international and national experts. Technical support, through an international benchmark of best practices as well as a high-level consultancy, was provided to the education sector as well as technical support for norms/standards and costing models development. South-South cooperation with Argentina is also an ongoing process in this field.

Capitalising on an equity capacity-building programme and MENARO support, the MoRES approach (INSAF initiative) was anchored at the local and regional level through the development of a new implementation process being carried out as a school-based systemic approach to improve equity education for the most vulnerable children. The MoRES implementation also led to strengthening the national monitoring system for children and better equity-based education planning. The first phase of implementation already shows improvement in access and retention, mainly in terms of secondary transition and a strong empowerment of civil society and parents in addressing inequity bottlenecks at the local level.

A regional inclusive education strategy was developed as a major pilot (9,200 children in eight provinces). It aims to feed the national strategy building for inclusive education initiated through a wide participatory process scaling up developed referential and practices and generalising processes particularly generalising inter-sectoral committees to provide a continuum of services to support access and learning for children with disabilities. Capacity building was a major asset in strengthening advocacy for inclusive education development leading to a growing ownership by the Ministry of Education to ensure equity education for disabled children.

In 2014, out-of-school interventions succeeded in a generalisation of quality referential to more than 32,000 children benefiting from second-chance schooling and an ongoing generalisation process nationwide (for 102,000 children). Furthermore, a system to prevent drop out and risk of drop out was finalised at the national level through a wide piloting covering more than 10,000 children and will be institutionalised at the central level.

OUTPUT 2 Curricula, pedagogical practices and teaching materials are improved to reinforce the quality of teaching.

Analytical Statement of Progress: Quality learning was targeted through technical support for improving school content for the most marginalised children as well as improvement of monitoring of learning achievement. Thus, technical support was provided to achieve a national curriculum adaptive framework for preschool education, adaptive learning methods for disabled children as well as a review of children’s rights and gender among national education programmes. Achievements in these areas attained 50 per cent through the framework, and were piloted in three regions and anchored at the national level.

Furthermore, advocacy and technical support resulted in a better child-based monitoring system.
for learning that was generalised to all children in schools, integrating quality achievement as a major asset to assess education sector.

A national framework for improving school environments was launched with UNICEF support implementing a national policy to fight against child violence in schools fed by a major pilot conducted with the Ministry of Education. Improvement of monitoring of violence and development of child-friendly environments are the major assets being implemented at the school level through the introduction of institutional mechanisms to prevent and fight against child violence. Specific mainstreaming of the pilot is ongoing in ten schools of the Marrakech Region. More than 8,000 children are benefitting in primary and secondary schools.

OUTPUT 3 Models of governance of schools and the monitoring/evaluation system of the sector are reinforced by integrating different dimensions of child rights, in particular equity

Analytical Statement of Progress: Governance improvement was a focus of the INSAF initiative, as MoRES was implemented in education through a more adaptive approach involving a wider implementation: 52 schools in eight districts of three regions (approximately 8,000 children).

Piloting was reinforced using a newly developed approach including quality learning action. As a result, adaptation of the MoRES concept by a pioneering team resulted in the approach being anchored at the local level, with the help of a wide capacity-building programme for equity education planning achieved in March 2014. Thus, both central and decentralised levels were involved in developing an implementation framework for INSAF.

Developing a multisectoral coordinated approach at the field level (eight districts in three regions with a total of 52 primary and secondary schools) helped build strong ownership among education actors at decentralised levels and support advocacy at the central level to orient policies to an equity approach.

At the field level, district multi-sectoral committees were created including civil society and children to orient local strategies on an equity focus. Tools were developed in a participatory approach, allowing for the development of both district and school dashboards that enable both strengthening of equity monitoring and evaluation and gender-based indicators as well as specific targets such as disabled children and early girls’ marriage. The piloting went through a bottleneck analysis using existing and newly negotiated indicators, as well as follow-up monitoring. As a result, schools, local communities and local education offices defined and implemented district and school action plans involving targeted corrective actions linked with prioritised bottlenecks.

Key achievements centred on the real sense and evidence of empowerment at the local level. This involves encouraging school-level management, creating links with communities to encourage the belief that education and school problems are a communal issue, and orienting local action toward a MoRES-based auto-evaluation.

The Institution of Solidarity with Women in Distress (INSAF) implementation showed results as well in terms of improving transparency and accountability at the local level as well as a wider consensus among local education stakeholders, since INSAF action plans were developed in a participatory way addressing evidence-based bottlenecks.
The Morocco experience also fed the regional and global reflection on MoRES in education being translated into a regional initiative under the same INSAF appellation.

OUTPUT 4 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 systems 2012-2014: 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 institutionalisation

Analytical Statement of Progress:
As a major result in this area, national quality standards for non-formal education system were generalised to 30 per cent of out-of-school children through a process of nation-wide generalisation for 103,200 children benefiting from second-chance schools. A new model of second schools was launched as a demonstration pilot in two regions aimed at improving back-to-school mechanisms for the most vulnerable children. In addition, a nation-wide programme to prevent drop out was finalised and is being implemented as a first phase of generalisation in three regions.

School-to-work transition was a new focus in 2014, with the launching of a comprehensive model for improving children’s capacities within schools and out of school. A national referential framework was achieved as a basis of orientation and the school-to-work transition model. Capacity building and development of tools began in October 2014 aiming for the launch of a national strategy for improving school-to-work transition by the beginning of 2016.

Alternative measures and actions to reach vulnerable adolescents were pursued, with the phasing out from the “AJI” project aimed at training adolescents on information technology (IT), after a UNICEF/Dell-supported caravan reached more than 7,000 adolescent in urban and rural areas. Sports for development was rolled out, from local isolated initiatives (Tibu partnership) towards a more structured approach, with the Morocco Playground Initiative, which was implemented with UNHCR and the International Organization for Migration (IOM) and benefitted 600 youths from vulnerable groups including migrants. A sports for development manual was developed (using basketball as an entry point) and will be adapted to football in 2015. Two conferences contributed to raising the awareness and demand within the Ministry of Sport for joint actions for youth. In addition, the UNICEF-supported “Social Responsibility of Universities” initiative reached 150 young leaders for student mobilisations for children. This project is under discussion for national roll out with CNDH. UNICEF continued in 2014 to offer the sole forum of exchange for all partners involved with adolescents and youth and developed five sub-clusters (Employability, Health, Civic Service, Sport and Volunteering). UNICEF is also an active supporter of volunteering (support to volunteer days in December). The National Strategy for Adolescents and Youth, supported by UNICEF since 2009, was finally released in May 2014.

These multiple activities towards adolescents and youth were motivated by the fact that in an MIC, activities will cover the entire childhood cycle and an integrated response is required. UNICEF Morocco developed an integrated framework (mobilising education, protection, local development and youth components), which was presented at Regional and HQ level and led to an integrated partnership with Canada for a better transition of the most vulnerable into adult life.
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: The MTR of Morocco’s National Plan of Action for Children highlighted that child protection remains one of the main areas that needs to be strengthened in order to realise children’s rights in the country. UNICEF therefore strongly advocated a move away from the fragmented approach of child protection that focused on specific vulnerabilities and isolated responses towards an integrated and comprehensive approach that would unite all actors, including NGOs, within a common strategic orientation and goals, and promote a coordinated system in addressing different aspects of protection, including preventive and protective quality interventions.

UNICEF succeeded in mobilising technical expertise to support the Government of Morocco, under the coordination of the Ministry of Solidarity, Women, Family and Social Development, to conduct a participatory and comprehensive process to elaborate an integrated public policy on child protection. The process mobilised almost 600 stakeholders including Government, NGOs, private sector, international cooperation agencies and the media, at national, subnational and local levels, through a set of thematic and regional workshops. A national children’s consultation for the elaboration of the policy was organised through more than 50 focus groups in 22 cities and a national online survey through social media. A total of approximately 700 children, including the most vulnerable, participated in the consultation. These children include those living in the street, institutions and orphanages, in contact and in conflict with the law, and victims of child labour, sexual abuse and exploitation. In addition, around 200 children participated in the online survey coordinated by UNICEF through social media.

Based on a systemic and participatory identification and analysis of the bottlenecks, the child protection policy proposes a multi- and inter-disciplinary strategic framework that encompasses legal and social measures that prohibit, prevent and respond to all forms of violence against children. It identifies means for governance and operational coordination that would improve actions and services in terms of accessibility, quality, territorial coverage, standardisation, continuum and impact, while reorganising and optimising resources and reflecting international standards.

In April, UNICEF supported the Government to launch the policy through a national conference, which involved the participation of international expertise and benchmarking of different integrated and systemic policies. The conference helped to present key pre-conditions and operational mechanisms for policy implementation, which require more structural assistance from UNICEF, including: the need to adapt the policy to the territorial level through a local child protection system, the need to reinforce the partnerships with public sector and NGOs, the need to establish mechanisms for child right monitoring, including the independent institution for child rights, and the need to align interventions to international standards.

UNICEF advocated for strengthening the political commitment to support the process of policy acceptance and implementation, including the establishment of the mechanisms for governance. A Decree was issued in October to institutionalise the creation of the inter-ministerial commission for childhood, composed of 20 Government departments under the direct leadership of the Chief of the Government, who is in charge of the political guidance and orientation. Ongoing work is undertaken by the Ministry of Social Development to establish the technical Steering Committee in charge of developing the operational plan of action.
UNICEF prepared the terms of reference and proposed a methodology to elaborate the strategic action plans, with the purpose of supporting the mainstreaming of the policy objectives in sectoral programmes and providing the human and financial resources required for a smooth implementation, particularly at the subnational and local levels. In 2015, UNICEF will continue providing the technical assistance to Government to develop the operational plan for the policy and mobilise partnership and leveraging for implementation.

Committee for the Rights of the Child Review Process
UNICEF actively involved itself in the reporting process to the Committee on the Rights of the Child. An internal confidential report was developed and submitted to the Committee. During the pre-session meeting with the experts of the Committee, the UNICEF delegation and NGO partners advocated and pointed out areas for improvement in the realisation of child rights in Morocco. UNICEF also engaged in extensive consultations with NGO coalitions to have their contributions fully incorporated into the parallel reports and to ensure their participation in the open dialogue on the Convention with the Government delegation in September.

Justice for children
Cooperation with the Ministry of Justice helped to position the protection of children as a key priority in the ongoing national justice reform. The main outcome of this cooperation was the mobilisation of the EU to fund a US$ 3 million project to reinforce the system of justice for children. During 2014, the work on justice reinforced the role of the Ministry of Justice and the Ministry of Youth and Sport (in charge of youth centres) through a joint committee. The work included technical support to develop the capacity of the local and subnational committees of coordination, established in tribunals; the reinforcement of the capacity of social workers, recently appointed to accompany children in contact with the law; and the launching of a mapping and analysis of the juvenile justice system. UNICEF provided technical assistance to the Ministry of Youth and Sports to establish a reporting mechanism for children in child protection centres to allow them to communicate any violation of their rights. UNICEF was also actively involved as an advisory agency in the process of elaborating norms for the treatment of children living in child protection centres.

Support NGOs and NGO coalitions for targeted advocacy
The programme continued to reinforce the capacity of NGO networks to properly advocate for child protection. Great achievements were made at the international and national levels, particularly with the participation of these networks in the process of CRC reporting. They actively participated in the process of elaborating the national integrated public policy on child protection, and facilitated the process of child participation. In collaboration with UNICEF, they led the process of elaborating a national study on sexual violence against children in Morocco, as well as engaged in a large-scale community communication and awareness raising campaign on child marriage.

End Violence campaign
*Initiatives at country level that adhered to the global End Violence initiative.* In 2013-2014, the Child Protection Programme received the seven per cent set-aside funding to support initiatives on violence against children. Thanks to this important support, key initiatives were implemented at national and community levels, in terms of policy change, social mobilisation, community-based communication and service delivery in regard to protection of children against all forms of violence, especially sexual violence and child marriage. They included: the integrated public policy on child protection, a national study on sexual violence against children
in Morocco and a national community-based communication campaign on combating child marriage in Morocco, NGO mobilisation for national and international advocacy for the promotion and protection of children’s rights, and improvement of living conditions and service delivery for children and women (especially single mothers) victims of violence.

**South-South Cooperation**

Study visits and exchanges were organised with other UNICEF Country Offices in 2014. One exchange was organised in collaboration with the Child Protection Programme of UNICEF Tunisia on experiences with NGO mobilisation on the subject of children without parental care, and single mothers. Another was organised with the Child Protection Programme of UNICEF Djibouti in regards to justice for children. Another study visit aimed at sharing NGO best practices on dealing with the issue of children living in the street initiated by UNICEF Djibouti is planned to be carried out early 2015.

**OUTPUT 1** Child protection systems especially at local and regional levels are reinforced by structural and inter-sectoral policy interventions

**Analytical Statement of Progress:** UNICEF supported the Government of Morocco to develop an integrated policy for protecting children from violence, exploitation and abuse, which enables the country for the first time to have a multi- and inter-disciplinary strategic framework (see outcome analysis). The policy will include a comprehensive and effective legal framework with all measures and actions in regard to prohibiting, preventing and responding to all forms of violence against children. It defines the synergies and operational coordination mechanisms that will improve access, territorial coverage, standardisation, sustainability, and action and service impact, while streamlining and optimising resources for child protection.

The substantial improvements in the protection of children as defined through the policy will target the following areas:

- Integration of child protection objectives into all programmes and public policies;
- Strengthening of the legal framework for child protection and its effectiveness, with a strong focus on access to justice;
- Standardisation of services and practices;
- Establishment of territorial and integrated child protection systems with coordination and referral;
- Promotion of child protective social norms and standards; and
- Establishment of reliable and standardised information systems monitoring and evaluation, and regular and effective child rights monitoring.

The process will emphasise the importance of the coordination between different institutional stakeholders, and the necessity to reinforce the partnership with NGOs and private sector and establish institutional mechanism for monitoring and reporting.

During 2015, UNICEF will provide technical assistance to the Government to develop the operational plan for the policy and mobilise partnerships and leveraging for its implementation. UNICEF prepared the terms of reference and proposed a methodology to elaborate the strategic action plans, with the purpose of supporting the mainstreaming of the policy objectives in sectoral programmes and to allocate human and financial resources required for a smooth implementation, particularly at sub-national and local levels.
With regard to children in contact with the law, and in terms of anticipating the implementation of the child protection policy, efforts were made to ensure effective coordination between the Ministry of Justice and the Ministry of Youth and Sport to reinforce the system of “Release on Probation”, that represents the unique alternative to detention existing in Morocco. An assessment of the system was undertaken with the purpose of informing advocacy efforts to reinforce the system and provide it with required human and material resources. Key elements of this assessment will be presented in early 2015 to advise the Ministries on how to reorient the role as “Delegate” in charge of this measure as well as the social workers. A large mapping and analysis of the justice for children system is ongoing and will support the process of reforming justice for children.

UNICEF supported the local and sub-national coordination committee to develop plans of action to prevent and respond to children victim of violence in the justice system.

UNICEF also mobilised technical expertise to launch a participatory process to define reporting mechanisms for children placed in child protection centres to allow them to communicate about different forms of violence and violations of their rights. This work permitted the concerned Ministries to respond to the recommendations of CNDH in its study in 2013 and the concluding observations for Morocco of the Committee for the Rights of the Child in 2014.

OUTPUT 2 Risks threatening children, especially the most vulnerable to abuse, violence, and exploitation are mitigated by strengthening the protective role of families and the local community

Analytical Statement of Progress:
**NGO Coalition for the right of the child to familial protection:** UNICEF supported the coalition of 14 NGO founders to elaborate and present the first report of the diagnostic of capacities and interventions in terms of the right of children to family protection. They also presented their strategic plan of action that encompasses advocacy actions that should be undertaken in 2015-2016.

At the national level, the coalition actively participated in all consultative workshops conducted during the process of elaboration of the national policy on child protection and contributed important recommendations and propositions for the policy in terms of *Kafala* (a form of sponsorship that allows caregivers to take a child into their home, although the child never takes the name of the surrogate parents, or gains legal status as their child, children born out of wedlock, single mothers and children living in residential care. The coalition mobilised and actively participated in the national children’s consultation to contribute their proposals for the policy. These children were also accompanied by the coalition members to participate at the national conference in April 2014.

At the international level, the Coalition and its members and partners actively coordinated the efforts to consolidate two NGO reports to the Committee for the Right of the Child in January 2014 as the integrated NGO report on the CRC and the OPSC, and in July 2014 as a response to the List of Issues requested by the Committee. The Coalition was represented in the open dialogue of the CRC with the Government delegation in September 2014 in Geneva and managed to engage in advocacy activities and networking with other parties on this occasion.

**Cooperation with Association AMANE on combatting sexual violence against children:** Through this collaboration, a national study on sexual violence against children was carried out,
including child marriage, to gather and synthesise qualitative and quantitative data required for appropriate advocacy for legal reform and reinforcement of child protection system. The study was steered by the Ministry of Justice, the Ministry of Health, the Police/Ministry of Interior, and CNDH. In that context, the organisation of regional and national workshops to present the results of the study contributed to maintaining this social and political mobilisation, particularly the engagement of state and non-state actors in realising concrete interventions on the prevention of, and protection of children from, sexual violence. The study contributes to the harmonisation of understandings, concepts and terminologies, in conformity with international terms, regarding all forms of sexual violence against children. A national conference presenting the study was organised in December with the participation of more than 100 actors, ranging from ministerial departments such as the Ministry of Justice and Liberty, the Ministry of Health, the Police/Ministry of Interior, the Ministry of Education, and the Ministry of Employment, independent institution such as CNDH, civil society organisations, international cooperation agencies, UN agencies and the media. The event was well covered through different journals, television and radio nationwide.

As recommended by the study, with the support of UNICEF, an initiative creating a national NGO Coalition on the prevention of sexual violence against children is in process with five NGO founders.

**Collaboration with Ytto Foundation on combating child marriage:** The project aims to support institutional and community stakeholders to enable them to act upon the legal and socio-cultural determinants relating to child marriage, in the High Atlas region, where 90 per cent of marriages involve girls under 18 years old. The project tested, through its local/community-based organisations, innovative approaches to advocacy and awareness-raising by using different forms of popular arts and traditional performances adapted to local context and language, such as street theatre, songs, music and poems popular in the targeted villages and towns. A thirteen-day social caravan was launched from 19-31 August by UNICEF Morocco in partnership with Ytto Foundation in the region of High Atlas, with the slogan of “Say NO to all legislation that violates child rights. Together we fight against child marriage”. A delegation of more than 60 representatives from NGOs, etc., joined the caravan from all around Morocco, Tunisia, Algeria, Mali, Sudan and France. As the result, the caravan reached tens of thousands of local people and households, in more than ten of the most isolated villages in the region of Imilchil (High Atlas). A public exhibition was organised in an open space in Casablanca in November with artistic performances, child participation activities, music, and public debates as an opportunity for public awareness raising on the subject of child marriage in Morocco. The outcome of the community interventions helped to nurture public awareness raising and advocacy through the organisation of a press conference with the participation of 22 representatives of the media in Casablanca in early December. A workshop with Members of Parliament is planned to take place in January 2015 as an effort to advocate for legal reform on the prevention and prohibition of child marriage in the country.

Challenges still remain in terms of coordination and communication among NGO members, conflicts over visibility, unequal participation of members in the coalition’s activities, long-term engagement of each member in maintaining the dynamic of the Coalition and in achieving collective work. It will requires more time to familiarise NGOs with working within a framework of a Coalition instead of as an individual member.
OUTCOME 4 Rights of children and youths (girls and boys) and women are integrated in the local governing system and programme responses aiming at reducing access inequalities to these rights are realised under a converging framework of public policies at local level

Analytical Statement of Progress:
UNICEF Morocco’s vision is that children meet public services first and foremost at the municipal level, the first level to which they can also participate. Through this vision, the Local Development and Children and Youth Rights component aims to: i) support the Moroccan process of decentralisation of child-focused public policies at the district level; ii) integrate the rights of children, youth and women, particularly the most vulnerable, in the system of territorial governance; and iii) provide support to fulfil these rights through integrated, equitable and participatory programmatic responses at the municipal level.

In 2014, the Local Development and Children and Youth Rights component continued the process of consolidating the culture of municipal child-sensitive planning and budgeting, as well as the monitoring of the situation of children at the territorial level, based on the tools developed with UNICEF support, mainly the Municipal Information System.

The draft law related to municipalities, which will be reviewed and adopted by the Parliament in early 2015, brings many new features strengthening the decentralisation process, perpetuating certain tools and best practices developed by the programme, and creating new opportunities for UNICEF to be positioned as a key partner in the decentralisation/local governance in favour of children. This includes the following.

• The institutionalisation of rules of good governance, through the dedication of an entire chapter (Chapter 8) to municipal governance. It is about the adoption/institutionalisation of: i) objectives/results based management; ii) tri-annual programming and budgeting; iii) a monitoring and evaluation system for municipal programmes with specific outcomes and indicators; iv) internal and external evaluation; v) municipal information systems; and vii) the annual reporting on performance and budget expenditure.

UNICEF advocacy efforts at the national level, with the support of the Direction Générale des Collectivités Locales/Ministry of Home Affairs, allowed the five Children and Youth Friendly Municipality (CYFM) pilot municipalities to reinforce the realisation of the rights to participation, education, health, protection and recreation of each child in their territory. These municipalities were assessed during the fourth quarter of 2014 to measure progress made towards the fulfilment of child and youth rights. In early 2015, a joint technical committee (Ministry of Home Affairs, UNICEF) will review the evaluation reports and decide about the accreditation of these municipalities as CYFM.

At the same time, new municipalities spontaneously joined the CYFM initiative, therefore creating a movement toward a real decentralisation and involvement of local governments in the fulfilment of child and youth rights. UNICEF is considering support for this district dynamic, based on previous experience with municipal planning, participation, etc. Some of these municipalities will officially join the CYFM initiative in the framework of a roll-out roadmap (under negotiation with the Ministry of Home Affairs) describing the operational approach for a progressive generalisation of this initiative.

In 2014, exploration continued for new approaches for realizing children’s rights. Thus, the ongoing experimentation of the international project “Safe City for All-SCFA” in a large city such
as Marrakech opened up new themes and challenges related to urban programming. Despite challenges, the SitAn on violence in public areas of Marrakech, the Strategic Analysis and the final design of the project (triennial work plan, communication plan, and integrated monitoring and evaluation plan) were developed. The objective is to meet the different gaps in realising children’s rights, especially in the vulnerable neighbourhoods of Marrakech.

Finally, the programme will soon be able to reinforce child-oriented infrastructure and local projects in a framework of strategic partnerships with the National initiative for Human Development and the Ministry of Housing on the realisation of the rights of children at the territorial level, especially the most vulnerable. The leveraging of resources for children and youth will continue in 2015 through the mobilisation of other partners’ country-wide (regional and provincial councils) and international level (USAID, World Bank). The programmes will continue in 2015 to integrate emerging issues in the agenda of municipalities, such as climate changes adaptation, disaster risk reduction, vulnerable youth employment, and disability issues, and advocate for their institutionalisation. This refocus of the programme is in line with UNICEF’s Strategic Plan 2014-2017 on Social Inclusion.

OUTPUT 1 Territorial planning - Targeted communes are implementing their municipal development plan in partnership with various development actors (state services, civil society and private sector) and implement local initiatives for the promotion and realisation of human rights especially for the most marginalised

Analytical Statement of Progress: Thanks to the local capacity building provided by this Local Development Programme, 106 urban and rural municipalities have Municipal Development Plans integrating child rights issues, 98 per cent of which are approved by elected councils. This process, which is specific to UNICEF, is documented through training modules that will be used at the national level (after municipal elections expected in 2015), therefore ensuring that children and women become priorities of the Plans.

During 2014, the targeted municipalities in Eastern Region were supported by the programme especially in the field of: i) capacity building for assessing and analysing municipal budgets and implementing of projects that benefit children and youth, and ii) setting up demonstration projects, especially in preschool and primary education (water, sanitation and hygiene in schools).

In this framework, about 230 municipal officials belonging to 57 municipalities and 20 provincial officials from four provinces (Oujda Angad, Berkane, Nador and Taourirt) were trained and acquired the capacity to analyse municipal budgets. Demonstration projects in education may serve as models for replication on a larger scale, as follows: preschool (project initiated in 2014 will continue in 2015 and benefit about 200 children), water and sanitation in schools (512 beneficiaries); health: waiting house for pregnant women (Dar Al Oumouma: 362 beneficiaries) and leisure activities were implemented with the support of the programme.

The Local Development Programme also continued in 2014 with the development of tools for the development and implementation of Municipal Development Plans and documentation of pilots projects related to children's rights. The main results are:

- The Municipal Information System is being updated and developed (new version 4.0), especially the adaptation of the system to the urban municipalities and its enrichment by new indicators related to the monitoring of children’s situations (more focus on protection
and participation). This new version will be deployed by the Ministry of Home Affairs at the national level, including the targeted municipalities in the Eastern Region.

- The training kit “Mainstreaming human rights / gender in local governance system”, which consists of four modules, was printed and made available to the Ministry of Home Affairs for inclusion in its annual training programme.
- The manual for establishing community preschool units (appropriate approach to rural and suburban areas) was finalised and is being printed. This manual will be distributed for use at the territorial level.
- The guide to setting up child-friendly projects related to “water, sanitation and hygiene in schools” was developed.

The challenges encountered in implementing the district I planning project during 2014 include the late start in the implementation of the 2014 Action Plan by the targeted provinces, the lack of staffing at the municipality and province level, and the transfer / retirement of some of the staff the programme has strengthened.

OUTPUT 2 The “child and youth friendly municipalities' (CYFM) initiative” aimed at the sustainability of the achievements of municipal planning and promoting equal access of children and youth to their rights, including participation, is implemented and documented

Analytical Statement of Progress: The concept of “child-friendly cities” that has been adapted to the Morocco context aims to accompany the Moroccan process of decentralisation, and guarantee that real change take places in favour of children and youth at the municipal level. The six pilot municipalities involved since 2010 in the CYFM initiative have created child and youth municipal councils as a sustainable mechanism for participation of children and youth in local governance.

During the last quarter of 2014, five municipalities were evaluated/assessed in perspective of their accreditation as CYFM; the municipality of Chefchaouen, which joined the initiative later, will be evaluated in the future. Preliminary results of these evaluations show that most of them are recording good performance in reducing dropout rate, developing leisure facilities, especially stadiums, improving preschool and primary school enrolment rates, and organising cultural and sporting events. They are considered as models of municipalities’ commitment to fulfilling child rights and were invited to numerous forums to share their experiences (e.g., Global Forum of Human Rights held in Marrakech, November 2014). These actions were undertaken with the support and guidance of UNICEF.

At the central level, the process of documentation and development of tools covering the nine pillars of the CYFM initiative continued during 2014, with the aim of developing a toolkit for the implementation of the initiative by future municipalities, and identification of candidates to join the project. The new elements developed were:

- The methodology and tools for evaluating CYFM in a participatory manner;
- The guide to integrating disaster risk reduction management at the municipal level;
- The documentation of the experience of the child and youth municipal council; and
- The training module on the operationalisation of the CYFM initiative by involved municipalities (ongoing activity).

The advocacy for the institutionalisation of the child and youth municipal council is undertaken in collaboration with USAID and the PCM program, in the framework of a joint action plan.
(mobilisation of a group of young Parliamentarians as well as the six mayors of the six CYFM who have raised this issue to the Ministry of Home Affairs at many opportunities). The memorandum for the institutionalisation of the child and youth municipal council in legal texts of decentralisation, which was sent to Ministry of Home Affairs, was monitored during the meetings with high officials of this ministry.

In order to end this pilot phase and begin replicating this initiative at the national level, a roadmap describing the operational approach to ensure a progressive generalisation was developed. It will be implemented from 2015.

The challenges encountered in implementing the initiative during 2014, include: i) delay in the implementation of national strategies of children and youth at the territorial level by the line ministries, and ii) lack of human and financial resources in some rural municipalities to implement the nine pillars of the CYFM initiative.

OUTPUT 3 Increased safety, reduced violence and improved quality of life for women, youth and children in urban settings - Marrakech Joint programme with UN Women & UN Habitat

Analytical Statement of Progress: “Safe and friendly city for all” is a joint project prepared and launched by the headquarters of UNICEF, UN Women and UN Habitat in 2011. This initiative offers an opportunity to explore an innovative approach to addressing the issue of children’s rights’ realisation in an urban environment, including inequity in a big city like Marrakech.

Due to the delay in implementing the 2012-2013 Action Plan, the Local Development Programme continued in 2014 to undertake activities for preparation and final design of the project. The main results are:

- The SitAn of children and women in the city of Marrakech (focus on violence), started in 2013, consisting of data collection and baseline survey is developed;
- The study that aims to set up a local system of protection of children, youth and women, integrating all local stakeholders in Marrakech city is developed;
- A strategic analysis of the project and final design of the project – triennial work plan, communication plan, integrated monitoring and evaluation plan – are developed;
- Local Coordination Committee is functioning and participates in the strategic analysis, and final design of the project. It is also involved in the coordination and implementation of other UNICEF programmes (education, child protection) and other initiatives led by others stakeholders related to child rights (Municipality of Marrakech Ministry of Social Development, etc.).

The challenge encountered during 2014 was, in particular, the delay in achieving the first phase of the project compared to what was planned, weak political engagement of the municipal council of Marrakech as well as low availability of the municipal team in charge of coordination and implementation of the project, given multiple competing demands.

The Marrakech Safe City for All (SCFA) project responds to the city context characterised by rapid urbanisation and aims at limiting its negative effects on the welfare of children. Despite growing up in a city with plenty of opportunities and close to modern facilities, many children in Marrakech, especially in the vulnerable neighbourhoods (Médina and Sidi Youssef Ben Ali) are victims of intra-urban inequities and do not have access to education and health care services of quality and are exposed to various forms of exploitation, abuse and violence. The final design
of the project is ready and civil society in Marrakech is enthusiastic to start its implementation. However a switch in the coordination and the piloting of the project will be explored, with stronger involvement of the governor who has the legal authority to mobilise all stakeholders. The municipality should remain a key actor.

OUTCOME 7 Design, implementation and evaluation processes of child-related policies are based on factual data and analysis and a satisfactory budgetary allocation for an optimal targeting of most vulnerable children

Analytical Statement of Progress: The programme is a leading component of the UNICEF Morocco approach in an MIC environment. Aiming at ensuring that a protective environment is designed, set up and followed up for all children in Morocco through a converging set of efficient child-focused public policies, the programme has been leading technically complex and innovative approaches, taking the opportunities made available by the relative stability and high level of competence of some key partners. For 2012-2014, the main focus in the Country Programme was on awareness raising and providing tools and knowledge to institutional stakeholders to ensure that the most vulnerable are well targeted and taken into consideration when undertaking public policy reform.

The Social Protection programme supported MAGG in simulating the impact of the reform of subsidies of essential commodities – a new area of intervention for UNICEF – on children, with important support and coordination with HQ and MENARO and rare quality exchange with PEP (Laval University) and IPC-IG (International Policy Centre for Inclusive Growth). Most vulnerable targeting took place through continuous reinforcement of the multidimensional approach to measure poverty, used for the National Report on Human Development (ONDH 2014) and MDG reporting. It will lead to a more global use of the MoRES analysis framework, which is currently designed and used in the education sector but shared with critical entities such as the High Commissioner for Planning and CERES. This effort for raising awareness on the MoRES framework was also implemented through the design of the latest SitAn, which was finalised in 2014.

Morocco’s status as an MIC led to the development of South-South cooperation with similar countries. Since 2012, technical cooperation in evaluation and the multidimensional approach to measure poverty, including for children, was developed between Morocco (ONDH) and Mexico (CONEVAL) and reinforced in 2014 through the joining of Tunisia (CRES - Research and Social Studies Centre) and through stronger mechanisms for sharing good practices with other countries in the neighbouring regions (MENA & WCARO). This trans-regional approach is also perceptible through the new phase of support given to the Evaluation of Public Policies that, inter alia, will support the AME, which attempts to create a trans-regional network.

The focus on evaluation revealed the need to first create and reinforce access to quality data, and the programme is supporting the strengthening of a national and information system, supporting a household panel survey targeting 8,000 households, and has been asked to provide inputs for the 2014 National Census. In addition to ongoing work to re-launch “Maroc Info”, a joint UN programme supporting ONDH enabled the release of a global data repository system: Al Bacharia (http://www.albacharia.ma/). The joint UN programme is also UNICEF Morocco’s focal point for monitoring and evaluation, including in its UNDAF component.

As to programme perspectives in 2015-2016, UNICEF Morocco will continue the main operational projects for:
• **Social Protection**: Development and implementation of a child-sensitive and integrated vision of social protection. This will strengthen spending on children and represent a first operationalisation of public finance for children in Morocco;

• **Institutionalisation of Evaluation**: Provide a systematic evaluation of social policies, including those aimed at children;

• **Production of evidence on the realisation of children's rights**: update regularly the SitAn and continue advocacy on the production of evidence on children and influence major statistical operations;

• **Measuring Child Poverty**: Institutionalisation of the multidimensional measurement approach.

**OUTPUT 1** Multidimensional approach to child poverty and other innovative targeting approaches are promoted, also ensuring that budget and expenditures are allocated on an equitable basis to contribute to the realisation of the rights of the child

**Analytical Statement of Progress**: In 2014, the following different expected results were finalised:

i. UNICEF’s support for the ONDH household panel survey (8,000 households) and the finalisation and dissemination of its results and advocacy for its utilisation will provide publicly available data that can be used to fine tune analysis of deprivation of children. The panel survey data are currently used in the strategic study of the impact of subsidy reform on children with MAGG, and will also be used in the evaluation of RAMED (medical assistance scheme for the poorest at national level) and TAYSSIR (conditional cash transfer programme for the education of poor children in rural areas). UNICEF continued to support ONDH in this panel survey, which is very important because it covers such relevant aspects for children as education, health, nutrition and protection. It also covers national level and urban and rural areas. ([http://www.ondh.ma/sites/default/files/Panel_de_menages_ONDH_juin_2012.pdf](http://www.ondh.ma/sites/default/files/Panel_de_menages_ONDH_juin_2012.pdf))

ii. In addition, best practices in measurement of poverty and better targeting of vulnerable children to improve the efficiency and equity of public policies represent the core of UNICEF Morocco’s South-South cooperation:

   (a) in the context of the Memorandum of Understanding between CONEVAL (Mexico), ONDH and UNICEF, a high-level International Conference was organised in June 2014 (in Rabat) on “Human Development Measurement and Evaluation Approaches for Better Equity for the New Generations”. The conference was a unique opportunity to connect experts from Latin America, North and Sub-Saharan Africa, the Middle East and South Asia and discuss innovative ways to promote the use of evidence, multidimensional approaches to measure poverty and evaluation to inform key changes in social protection reform and equity-focused social programmes especially for children. UNICEF facilitated the interaction between Government delegations and international experts from world class think tanks and universities, including PEP, Rennes University, Innocenti Research Centre and Oxford University. As a key result, after two years of continued cooperation and exchanges, the Memorandum of Understanding has now been formally extended to Tunisia’s Research and Social Studies Centre (CRES from Ministry of Social Affairs), while Algeria and Egypt demonstrated an interest in joining the initiative. This is an indicator of MENA’s growing interest in cooperating with Latin
America and moving from bilateral exchanges to a regional and cross-regional approach.

(b) Sharing good practice from TAYSSIR at a Tunisia regional workshop in May 2014

(c) Sharing AME experience with a national partner in Tunisia in June 2014 and at the Dakar Francophonie forum. The evaluation of policies was also a key lesson learned from the Djibouti delegation visit in December 2014 on child protection;

iii. ONDH finalised the human development report using, for the first time, a multidimensional approach very similar to CONEVAL methodology. This report covers five dimensions: education (including children’s schooling and retention); health (including child nutrition and health insurance); employment; housing; and durable household equipment. Haut Commissariat au Plan (HCP) or Higher Planning Commission in Morocco also finalised the MDG report using a multidimensional approach to measure MDG1; and finally

iv. CESE, a key think tank for social policy, aims to set up monitoring indicators to monitor national implementation of children's rights. CESE aims to establish a social dashboard to monitor its Social Charter and to promote the signing of several social contracts by the bondholders (social department) to honour their commitment vis-à-vis the realisation of economic, social and cultural rights, including those of children.

OUTPUT 2 Data on the situation of children in Morocco is gathered and analysed, and capacity for improved equity-based monitoring and evaluation is reinforced including through new partnerships

Analytical Statement of Progress: Planned targets were met regarding the SitAn, MTR, promotion of a culture of monitoring and evaluation and CESE reporting on social areas, including child rights, as outlined below.

A new SitAn was developed according the equity approach, including a simplified MoRES analysis and was validated by a Steering Committee including four ministries (Health, Education, MAGG and Ministry of Solidarity, Women, Family and Social Development), the Higher Planning Commission), NGOs and international cooperation agencies (World Bank, The Spanish Agency for International Development and Cooperation (AECID), UNFPA, UN Women) and UNICEF and the ONDE (National Observatory for child rights), who are in charge of the study. The SitAn is an analysis of the current situation of children's rights and identifies bottlenecks and provides causal analysis. The SitAn also led the analysis of the roles and capabilities of the bondholders, and ended up providing specific recommendations to improve the political response to promote the best interests of children, especially the most vulnerable. UNICEF Morocco is planning a wide dissemination of the SitAn with different stakeholders: Government, Members of Parliament, civil society (NGOs) and other important organisations such as CESE, ONDH and CNDH.

Several studies were completed and launched (sexual violence against children, mobilisation of stakeholders on access to education for children with disabilities, mapping and analysis of child protection systems in Marrakech, diagnosis of the current state of preschool, formative evaluation of MoRES, analysis of the situation of violence against children and women in the city of Marrakech), bringing to light issues too often considered “taboo”. Seventy-five per cent of the Integrated Monitoring and Evaluation Plan's (IMEP) studies/research/evaluations were finalised.

AME was supported to continue to organise a regional a forum on monitoring and evaluation
issues and advocate for the institutionalisation of public policies evaluation and also to develop South-South Cooperation in this area with MENA and African regions. Moreover, UNICEF is also a core stakeholder of UNDAF’s “Thematic Group on Monitoring and Evaluation” and its Task force. Key additional partnerships included support of CESE to develop a dashboard to monitor its social charter with indicators on children’s rights. In addition, UNICEF Morocco closely followed the operation of the census and the integrating of a question about geographical accessibility to school. This is the first census since 2004 and it will have major impact on all indicators regarding the well-being of children in Morocco, since it will have an important impact on denominators, especially at disaggregated levels (boys, girls and children with disabilities at national and local levels).

A new family and population health survey will be launched to report on achievements of the MDGs and prepare the baseline for post-2015 objectives. Intense negotiations took place to explore that MICS, which constitutes the framework of this survey. Final details will be shared by the Government in 2015.

Reinforcement of improved equity-based monitoring and evaluation was also at the core of the Morocco MTR, with particular support to three externals reviews of education, health and local development programmes and three internals reviews for social policy, child protection and communication components. The final MTR report was completed and shared with MENARO.

**OUTPUT 3** An integrated protective environment for the most vulnerable children is reinforced through systemic evaluation and sharing best practices at upstream level

**Analytical Statement of Progress:** This output is at the technical core of the programme and represents a growing opportunity in a MIC environment.

The approach adopted in this area with MAGG is progressing very well as planned. The study concerning the estimation of the impact of subsidy reform on children is ongoing with an important and exemplary technical support of HQ, MENARO and PEP. Two reports were received by the HQ team on: literature reviews about (i) the impact of subsidy reform on poor population in some similar countries; and (ii) the impact of subsidy reform on middle class (because this class, in Morocco, is the most likely to fall into poverty if the reform is badly conducted and includes the majority of children). In addition, the national consultant in charge of this study received the strong support of PEP (Laval University) to finalise his methodology especially on how to estimate the impact of this reform on children (access to education, health and nutrition) and how to move from a static model to a dynamic model. It is also important to note that a high-level mission was organised in Morocco in September 2014 with experts from International Policy Centre (IPC), which was facilitated by MENARO. This mission was very important for providing support to MAGG during the second phase of the study: identification of mitigations measures to protect the rights and interests of children. Different technical exchanges were organised with UNICEF Morocco, the MAGG technical team and the national consultant.

Finally, this work helped UNICEF to convince MAGG of the importance of having a child-sensitive and integrated social protection system in Morocco and MAGG and UNICEF forged a partnership. This allowed UNICEF to position itself as the most appropriate government partner in the field of integrated vision of social protection.
Challenges and constraints in this area include sensitivity of social policy reforms, the highly technical requirements of this sector, and the difficulty in measuring direct impacts on children.

OUTCOME 8 Development Effectiveness

Analytical Statement of Progress: In 2014, the programme piloted the use of a “development effectiveness” component in order to ensure more rigorous reporting and coding. The two key outputs of this outcome were cross-cutting support from coordination and communication. It however appeared in later guidance that these outputs were better tailored for MENARO or HQ and therefore will be reverted in 2015 to a “cross-sectoral” outcome.

OUTPUT 1 Programme Coordination

Analytical Statement of Progress: Coordination efforts were dedicated to:

- Leading major programmatic restructuring, through coordination of the MTR and CPD process and preparation of all relevant documents; ensuring a vision for a key positioning for Morocco’s programmes (facilitating South-South cooperation through international conferences Social Policy, Supply, IT), exchanges (Tunisia, Yemen, Djibouti), knowledge management (sharing best practices), and MoRES (presentation of Morocco approach in international events), innovative partnerships; and structural guidance in all sectors, more specifically health (direct involvement in equity, nutrition, joint programme on newborn care, disability) and youth (mobilisation of universities, integrated approach, sports for development),
- Setting up programme convergence over five specific issues: prevention of violence (mobilising education, protection, health and local development); disability (mobilising protection, education, health and local development); preschool (mobilising education and local development); youth (mobilising education, protection, local development and social policy) and gender (a cross cutting approach). These areas started to benefit from joint programmatic approach from several programmes.
- Conducting daily programmatic operations and support in the office; supporting daily problem solving (including on VISION), direct cash transfer reduction, budget allocation and monitoring, programme meetings, UNDAF coordination, field visits and organising the entire annual planning and reporting, leading internal audit response, human resources management including career guidance and support, training and coaching
- Leading an aggressive fundraising effort, with more than US$ 7 million collected this year thanks to a coordinated involvement with Canada, Spain and USAID. All reports were sent on time after quality control and more than 14 proposals were prepared.
- Representation and advocacy especially towards the most vulnerable (direct participation at an International Human Right Forum, representation towards donors, key partners and fellow UN agencies)

OUTPUT 2 Issues related to unrealised rights of children, boys and girls, are regularly communicated and the number of people by whom UNICEF’s voice is being heard is increased to drive change for children
Analytical Statement of Progress: In 2014, CRC@25 was the umbrella concept that guided UNICEF’s communication and public advocacy interventions in Morocco, focusing on the most vulnerable children in partnership with relevant partners from government, private sector, media, national and international institutions. As a pilot country for the new communication and public advocacy strategy, UNICEF Morocco set up three main objectives: be the number one voice heard to drive change for children in Morocco; increase the number of people who hear UNICEF’s voice; and maximise the engagement by inspiring more people to take action for children in Morocco. The UNICEF Country Office used a mix of strategies ranging from raising awareness to public advocacy in the aim to establish a national social movement supporting child rights achievement.

In 2014, UNICEF Morocco created not less than 12 public opportunities to express its position and to engage strategic interventions with different counterparts about several child issues ranging from child protection to inclusive education and equitable social policies. The Country Office based its external communication and public advocacy on the evidence produced by different programs (studies on sexual violence, ECD, inclusive education), confirming the choice to make communication and public advocacy fully integrated in programme planning and implementation.

Thanks to the strong partnership that UNICEF Morocco has with influential media, advocacy towards direct stakeholders was transformed into a public debate, a process that allowed for a strong positioning of the UNICEF brand.

Indeed, UNICEF Morocco made not less than 325 media apparitions (142 in 2013) with 61 on TV. Thanks to the partnership with 2M TV, not less than 3.8 million people were reached during the celebration of National Child Day. Influential print- and web-based media also relayed UNICEF’s voice through the content and knowledge shared with them.

Another initiative was the integrated #Endviolence_maroc campaign that was launched in partnership with the Ministry of Social Affairs on the occasion of International Child Day. With its three components (media, social media and field interventions) the campaign aimed at creating a national movement for child rights protection. Since its launch, the campaign reached in one month more than 73,000 people on the UNICEF Morocco Facebook page. The Country Office is continuing its investment in Facebook, the most popular social media platform in Morocco, although its penetration rate is only 16.35 per cent. This platform is currently considered as the most appropriate channel to engage millennials and individuals from the middle class as proven by the page statistics.

#Endviolence_maroc is also involving the private sector. Inwi, one of the major telecommunication companies in Morocco, is partnering with UNICEF and is undertaking an awareness-raising campaign about child protection on the Internet.

Globally, this effort of positioning UNICEF strengthened its recognition rate in Morocco. According to the recent perception survey (December 2014) conducted by the UN in Morocco, UNICEF ranks first among UN agencies as the most well-known agency.
### Evaluation

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnostic de la situation actuelle du préscolaire au Maroc</td>
<td>2014/007</td>
<td>Study</td>
</tr>
<tr>
<td>Etat des lieux de la scolarisation des enfants en situation de handicap dans la région SMD</td>
<td>2014/006</td>
<td>Study</td>
</tr>
<tr>
<td>EXPLOITATION SEXUELLE DES ENFANTS AU MAROC</td>
<td>2014/005</td>
<td>Study</td>
</tr>
<tr>
<td>FORMATIVE EVALUATION OF MoRES - Morocco case study</td>
<td>2014/004</td>
<td>Review</td>
</tr>
<tr>
<td>Revue externe à mi-parcours du programme Développement Locale 2012-2016</td>
<td>2014/003</td>
<td>Review</td>
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<tr>
<td>Revue externe à mi-parcours du programme Santé 2012-2016</td>
<td>2014/002</td>
<td>Review</td>
</tr>
<tr>
<td>Revue externe à mi-parcours du programme Éducation 2012-2016</td>
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### Lessons Learned

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<th>Title</th>
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