1. EXECUTIVE SUMMARY

Achievements
1. Effective influence on national policies in health: support to the development of a national neonatal health strategy and an operational plan to be implemented in two regions, and a multi-sectoral nutrition strategy.
2. Effective capacity development in 109 municipalities through creation of human development dynamics, mobilization of key development stakeholders, creation of an environment conducive to children’s and women’s rights realization, emergence of resource-persons used to support municipalities to develop their development plans, launch of five 'Child and Youth Friendly Municipalities”; launch of the Moroccan "municipal child and youth council" first ever to be elected.
3. Institutionalization of the multi-dimensional poverty measurement approach through a memorandum of understanding signed between UNICEF, the High Commission of Planning and the National Observatory of Child Rights to conduct a poverty study, using deprivation and monetary criteria within a midterm perspective to influence poverty targeting strategies based on the results of the multidimensional child poverty analysis.
4. Tools and mechanisms to improve quality education were produced and validated at the national level and included: i) quality grids for formal education (preschool, primary, lower secondary level) and non formal education; ii) preliminary version of norms of quality for a school that respects child rights; iii) mechanism of integration pedagogy (production of regional and local modules); iv) pedagogical mechanism for personal project pupil (project giving pupil concrete skills); v) guides on pedagogical support for the primary and lower secondary school, on the fight against violence in schools, and on education in emergency situations; vi) training of teachers and inspectors on new tools and mechanisms to improve quality education; vii) evaluation of the quality education process.

Shortfalls
1. The national action plan for children launched in 2006 was not updated as planned to integrate the new developments that emerged with new sectoral national strategic plans especially in health, education and social development sectors.
2. Delays in reporting on the use of transferred cash affect implementation for some programmes.

Key Partnerships
Ministry of Education, Home Affairs, Health, High Commission for Planning

2. COUNTRY SITUATION AS AFFECTING CHILDREN AND WOMEN

Poverty and disparity hampering Morocco’s development
Despite a GDP per capita estimated at USD 2,800/year classifying it as a middle income country, Morocco’s ranking in the HDI classification declined (125 in 2005, 128 in 2008, and 130 in 2009) mainly due to structural difficulties in reaching the most vulnerable and isolated populations. The share of consumption of the lowest quintile is at the same level since 1991 (6.5%), and the Gini index experienced only a slight increase over the same period (from 39.2 to 40.88). After decades spent on an approach to development aiming at bringing development to the maximum amount of people (as in education for example), and having gained legitimacy for the approach following some major successes (the electrification and irrigation plans for example), the government acknowledged the need for and launched a poverty mapping as an effective tool to contextualise development planning and assistance. This mapping exercise revealed considerable variation and dispersion between poor areas.
Despite some progress, existing government mechanisms and responses do not systematically reach the poorest

More than 57 thematic response strategies were designed (for water, education, environment, youth, childhood, industry, fishery etcetera) by the different ministries. Their implementation was assigned to ministries or to agencies specifically designated for this purpose. The most encompassing and ambitious strategy has been the "National Initiative for Human Development" launched in 2005, aiming at targeting the poorest areas and people, with a budget of US$ 1.2 billion. Its review in May 2010 demonstrated that the above initiative did not manage to reach the bottom quintile because of by a combination of weak initial causality analysis, the vertical top-down administrative set up, implementation flaws, and competing priorities (especially the need to continue providing services to the general public), lack of adequate human resources, and the sheer complexity of the problems encountered whose solutions generally require a coordinated if not an integrated approach, well beyond the resources, capability and norms of traditional policies.

Poorest are more than proportionally affected

Disparities and persistent structural social and economic barriers undermine Morocco’s progress in fulfilling the rights of children. For example, infant mortality is three times higher for the lowest quintile than for the highest quintile (62% vs. 24%), U5MR (78% vs. 26%), stunting (17% vs. 7%), treatment of ARI (19% vs. 58 %), and antenatal care (40% vs. 93 %). Nutrition, recently acknowledged as a major public health issue, presents all the characteristics of a "poor people's disease", and is responsible for creating a vicious circle of debilitation (anaemic mothers giving birth to low weight babies and putting both at risk of survival). Education outreach failures, likewise, impact the poor disproportionately. Dropout rates affect mostly the poorest, while quality issues in the public system also adversely affect the poor far more than they do others. (The richer families have the option of accessing tutoring or private schooling). Quality learning remains a challenge. Only 35 % of children finishing primary school, for instance, master basic mathematic skills.

MDGs trends show some positive changes

A recent Demographic survey showed that MMR dropped from 227 per 100 000 live births (LB) in 1995-2003 to 132 maternal deaths per 100,000 LB in 2004-2009, a reduction of 42%. Another survey conducted by the High Commissariat of Plan revealed a drastic drop in child labour from 600,000 to 172,000. These are encouraging developments.

Emerging trends aggravate vulnerability

Although some positive social reforms were launched improving the status of women, other recent developments are a source of concern. Among others, traditional family solidarity is progressively fading, with emergence of new problems (drugs, other risky behaviours), aggravation of existing protection issues (abandonment of children at birth, institutionalization, migration, violence against children, street children, children in need of special care). A new survey showed some 6,500 children abandoned at birth representing 2% of the total number of births.
3. COUNTRY PROGRAMME ANALYSIS & RESULT

3.1 CP Analysis

3.1.1 CP Overview:
UNICEF Morocco reviewed at its MTR its niche in a Middle Income Country and volunteered for a set of pilot strategies ranging from internal (PCR/IR) to UN coherence (simplified UNDAF, UNDAF action plan) and programmatic issues (child poverty survey). Strategic results were achieved in 2010 in influencing national policies, contributing to improvement of quality education, decentralization (local development planning), and studies to influence poverty targeting.

UNICEF Morocco launched a new strategic partnership, which shall dramatically boost the set up of a child friendly environment in Morocco. These new partners are the Parliament, the Superior Council for Education, and the High Commission for Planning.

These new partnership are only a first approach to reach our three strategic objectives: i) support to the establishment of efficient public services open to the community, ii) support to the establishment of integrated social policies and iii) support to process decentralized and municipal interventions through convergence of sectoral interventions.

The Ministry of Health is leading an equity survey, and the first ever municipality council of children and youth was launched in a rural commune in the framework of child and youth friendly municipalities.

A breakthrough in advocacy has been achieved: recognition of malnutrition as a national issue (strategy on nutrition adopted), the use of multidimensional approach to measure poverty (a MOU signed with the High Commission for Planning), recognition of C4D as a key programming component (national counterparts professionals trained), agreement to set up a database on Morocco Info including child rights indicators.

Knowledge management was reinforced through systematization of evaluation and documentation of all pilots as well as systematic participation of UNICEF in high level workshops aiming at defining the country policy approach. Partnership with research institutions shall guarantee neutral and quality research.

The office sowed the seeds to move dramatically towards equity and decentralization aiming at reinforcing capacity not only at the central level, but also at regional and local levels.

2011 will see the finalization of the simplified UNDAF, the common UNDAF action plan, to which UNICEF is a prime contributor and where children-related issues are mainstreamed through each of the five components (Health, education, vulnerability, governance and environment).

3.1.2 Programme Strategy

3.1.2.1 Capacity Development:
In Local Development, the process of participatory strategic planning at municipality level included development of monographs; participatory diagnosis; preparation of communal development plan; training on CRC and CEDAW, gender mainstreaming, advocacy, C4D. The investment in capacity development has created a network of facilitators/trainers that are being used nationwide to support the scaling up of local development strategic planning and establishment of municipality information system.
**Health:** Innovative approaches have taken place concerning mother to child HIV transmission prevention, neonatal care, and parenting education. Protocols and tools including a quality health grid to strengthen partners’ capacities were produced. UNICEF also supported government capacities to develop National Nutrition Strategy, a Health Community based Strategy and Cold chain assessment.

**M&E:** A systemic approach to country evaluation capacities is developed by supporting the creation of a Morocco Evaluation Association which aims to strengthen the evaluation community through training, exchange of experiences and development of partnerships focusing on promoting an evaluation culture.

**Gender:** UNICEF and UN staff and some relevant counterparts’ members were trained on gender mainstreaming after the current cooperation gender sensitivity was assessed by a sub regional institution hired by the regional office. As a result, 2010-2011 AWPs and results matrices mainstream gender equality. The design, planning and implementation of the programmes reflect gender mainstreaming.

**C4D:** 6 trainers and 28 professionals trained during the francophone workshop organized by Morocco Office with the support of MENARO and HQs.

### 3.1.2.2 Effective Advocacy:

Advocacy benefited strongly from new orientations towards equity and MDG mobilization. It led to:

- New partnership with the High Commission for Planning to conduct an innovative investigation on child poverty, using the deprivation approach to give alternative ways of measuring human development.
- Additionally, in Health and Education, the focus on equity was ensured through advocacy with senior partners, leading to acceptance of the need for specific strategies to be designed (refocus of health insurance, measurement of trends of disparities in health, health funding allocation, sharing of experience in education equity focused policies).
- Recognition of new thematic, such as nutrition as a public health problem leading to the development of a new national nutrition strategy.
- Recognition of the problem of abandonment after a survey conducted in early 2010 (2% of newborns are abandoned in the country), which led to a pilot project in Marrakech implemented by Moroccan League for Child Protection chaired by Princess Lalla Amina with commitment of local government partners, civil society and media.
- Obtaining a commitment at the highest level of the state to finalize the development of the National Integrated Youth Strategy and its adoption in 2011.
- The launch of Child and Youth Friendly Municipalities and organization of the first Municipal Council for children and youth.

These successes were based on rights monitoring, leading to one-on-one discussions with decision makers and developing strategic partnerships and alliances. Media have been sensitized and effectively served on several occasions as vehicle for promoting the rights of children, particularly on November 20th when UNICEF conducted a media and donor awareness campaign to attract the attention of decision makers and all stakeholders on the situation of children in Morocco and the key issues affecting the fulfillment of their rights. The campaign widely perceived as a wakeup call helped to enhance UNICEF’s credibility and legitimacy as an advocate.

### 3.1.2.3 Strategic Partnerships:

New partnerships were initiated:

1. Development, data collection and analysis, policy monitoring and advocacy
   - The parliament will contribute to reduce legislative bottlenecks.
   - Conseil Consultatif des Droits de l’Homme will guarantee appeal when rights are not respected.
   - Conseil Superieur de l’Education and Direction of quality in the ministry of education will ensure high level involvement to solve quality issues in education.
- High Commission for Planning, through the newly signed MOU, guarantees evidence-based inputs to social policy.
- Special Olympics will help to work with children with intellectual disabilities.
- Faculty of Law and Economic Sciences of Mohammedia is committed to encourage research in communication and public policy related to children’s rights.
- Ministry of Youth and Sports leads the development of an integrated strategy on youth and the Royal Court took the decision to coordinate the finalization of the strategy.

2. Social mobilization
- A new GWA, Ms. Hanane El Fadil, was recruited in 2010. Ms. El Fadil, a reputed actress, enjoys great popularity and contributed successfully in 2011 to the national campaign on promotion of breastfeeding.

3. Fundraising and expertise contributions:
- Public Sector: A partnership was concluded with the Oriental Agency Development and the General direction of local collectivities (Ministry of Interior) to support 110 communes to implement their local communal development plans. The contribution of both partners was US$ 3 million.
- The private sector:
  a) Moroccan Highway Company has contributed to the breastfeeding campaign by offering its highway network to be used as a communication channel for highways users (see Section C4D). About 13 Million people have been reached.
  b) Capital Consulting firm offers its expertise to the UNICEF programme.
  c) MENARA, the main web portal in Morocco, spreads messages about the MDGs
  d) DELL contributes to IT training of vulnerable youth in Casablanca city.

Other partnerships with the private sector are ongoing especially with Aramex, Veolia and the Regional Investment Center of Rabat region.

Given the specific situation of Morocco and good coordination of bilateral donors, efforts are underway to have UNICEF and some UN agencies included in the Health donor coordination mechanism.

3.1.2.4 Knowledge Management:

Becoming a knowledge centre for children is a key strategy highlighted by the MTR and new partnerships signed in 2010 both with universities and the High Commission for Planning will offer us the tool to do so, along two major lines: informing on neglected or less visible themes (abandonment of children at birth; nutrition etcetera) and highlighting disparities in access to social services.

The office took significant steps in 2010 to ensure the development of a more rigorous knowledge management mechanism through the creation of a NOC Social Policy post, aiming at further strengthening the analysis component of our programmes in the specific context of Middle Income Country development, and the nomination of a Knowledge Management Focal point. A sub-regional approach is being created with our colleagues from the Tunis Office to ensure that common issues are addressed by applying a thematic approach.

The reinforcement of local information system remains a challenge, as no sector currently relies entirely on routine systems, although Education and Health do have surveillance systems. Child protection has still to design a common information system preserving the anonymity and rights of the child, while most information available at the level of High Commission for Planning comes from surveys rather than routine systems. In 2010, UNICEF reinforced the Devinfo capacity through training of key staff of the national statistics office, contributed to the reflection on Human Development Measurement, and assisted its partners in adopting the "Municipal Information System" and facilitating its scale-up.
Maintaining UNICEF Morocco website up-to-date enabled us to keep sharing information with the larger public and media. During the year, time was dedicated to improve quality of reports and advocacy materials for donors and key stakeholders: the office was well rated by the MENARO quality assurance assessment of donor reports, and several kits were produced to inform duty bearers on the situation of children in Morocco.

In 2010, UNICEF supported national counterparts to conduct key surveys (population and family health, abandonment of children, KAPB in relation with parental education), evaluations (quality education,) and studies (image of the child in the media, participatory research on child and youth friendly communes).

### 3.1.2.5 C4D Communication for Development:

Two strategies were adopted:

1. **Capacity building:** With HQ and RO support, francophone training on C4D was conducted in September both for trainers and practitioners. A network of national practitioners of C4D from the main ministries is now established and used as a forum for debate and experience sharing, and contributes to reinforce national capacities.

2. **Support of programmatic priorities:**
   - Exclusive breastfeeding declined to 15% in Morocco. A C4D campaign has targeted women, families and health professionals. For promoting behavioural change towards mothers and pregnant women, communication with community-based NGOs was combined with direct communication with health professionals in the maternities and health centers where information and education sessions (35,811) were organized for mothers, pregnant women and those who had just given birth. This approach was supported by social mobilization of all stakeholders and a large media communication campaign (51 articles and 80 radio emissions) undertaken with the involvement of UNICEF GWA, and through the organization of national and local events (734), and communication through the motorway network (resulting from a UNICEF partnership with the Highways Morocco Company). The impact of the campaign will be assessed through the ongoing Health and population study.
   - The recruitment of young girls for household work is widespread. UNICEF with UNIFEM and UNFPA supported a national campaign to raise awareness on the harm of using children as domestic workers.
   - Preventing children’s abandonment: According to a study conducted in 2010 with the Moroccan’s League of Children Protection, 6,480 babies were abandoned at their birth in 2008 which represents 2% of the overall births in the country. The phenomenon has grown during the last 5 years. This evidence was used to advocate with different stakeholders to be part of a pilot project in Marrakech to test a new approach to tackle this phenomenon. The project has two components: providing psychosocial support and counselling services to single mothers and girls at risk; awareness raising to prevent unwanted pregnancies and sensitize families and communities. Women faced with an unwanted pregnancy were associated with the campaign to help define and disseminate its messages.

### 3.1.3 Normative Principles

#### 3.1.3.1 Human Rights Based Approach to Cooperation:

Human Rights-based approach for programming continues to be a core priority for the office, more so since the new focus on Equity.
Capacity building of duty bearers has been a regular strategy of all programmes, and 2010 saw two major developments with the new partnership with the "Consultative Council for Human Rights", which will serve as an appeal mechanism for rights violations, in line with the recommendation of the CRC committee.

The local development programme, which aims to mainstream child's and women's right in the local policies, has given training on CRC and CEDAW to 220 new officers from 106 communes (Eastern region), involved in the ongoing process of preparation of local development plan, supported by UNICEF. The programme has also trained 31 local trainers, with the aim to have a critical mass of facilitators to train mainly others partners.

Within the framework of child and youth friendly municipality project, the office has trained 15 trainers to ensure the promotion of CRC at local level (schools, decentralized services, etc).

As the leading agency among UN in terms of HRBAP, the office has contributed to train 60 officers from government, UN and civil society to support the new CCA/UNDAF process.

During the preparation of the CCA/UNDAF, UNICEF advocated for the use of a Human rights approach with a sound causality analysis, identification of roles of duty bearers and rights holders as well as a capacity gap analysis.

Evaluation mechanisms were reviewed and systematised – in line with MENA requirements – and now include a mandatory equity focused approach.

Intensive advocacy has taken place on the occasion of the international children’s day, giving new publicity to data on the situation of children in the country.

The office has systematically checked planning documents (rolling work plans, results matrices 2010-2011, CPD) against programming principles standards relating to gender mainstreaming, HRBA, and RBM.

### 3.1.3.2 Gender Equality and Mainstreaming:

UNICEF Morocco conducted a gender assessment followed by a management response, which provided recommendations on how the office could strengthen gender mainstreaming. A gender work plan was issued focusing on: accountability and strategic framework, capacity and knowledge building, programming, partnership and advocacy.

The office started by seizing the opportunity of the MTR to review the results matrix (2010-2011) from a gender perspective, using gender checklists for programme planning and monitoring results.

Technical training on gender mainstreaming took place in February, involving UNICEF Morocco staff, and the UN and government representatives. The objective of the training was to reinforce knowledge and skills to be able to assess, analyze and mainstream gender perspective in planning process and strategic programmatic interventions.

The office assigned a gender task force formed by three staff members to systematically look at how the revised results matrix and AWPs reflect gender mainstreaming principles and finalize them.
Through UN wide initiatives, UNICEF contributed actively in the design, planning and implementation of “multi-sectoral programme for the fight against gender-based violence through the empowerment of women and girls in Morocco” funded by Spanish Cooperation. The programme aims at mainstreaming gender issues in national policies and application of the gender-sensitive national policies in six regions, through the establishment of multi-sectoral referral systems for the care of women and girls. Within this overall framework, the joint programme focuses on gender-sensitive planning, programming and budgeting processes, and the promotion of a culture of equality for the transformation of gender relations.

Morocco is a part of the UNICEF-UNIFEM Action Learning pilot programme on gender equality; the process helped the Moroccan team to improve the coordination for the efficient implementation of the joint programme on gender through a participative approach of the UN country team and national partners to influence practices at individual, and coordination team level.

In July, Morocco hosted the last meeting in this process, with three country teams (Nepal, Albania and Morocco) meeting to better implement strong gender equality projects as well as to serve as a pilot learning experiences for other countries.

**3.1.3.3 Environmental Sustainability:**

The multiplication of disasters related to climate change (Morocco is one of the countries in the world with the highest potential for desertification) puts risk management at the heart of public governance at central and local levels. Specific risks faced by children and people who are responsible for their care were identified as well as initiatives that could be taken to mitigate them.

Environment is one of the five thematic approaches identified for the preparation of the new UNDAF, and UNICEF Morocco is working to internalize this approach at three levels: First, through development of pilot environmental education programmes under the framework of local curricula development, awareness is raised about harmful practices and behaviours (dumping garbage and plastic bags, deforestation, over use of water etc.)

Secondly, the question of risk management for natural disasters was included in local planning, because of the magnitude and importance of the powers transferred by the State to Municipalities encompassing virtually all areas of work related to political, economic, social or environmental aspects. As a result, municipalities are required today to evaluate and evolve their governance in risk management.

The initiative "Child and Youth Friendly Municipalities ", launched recently by the Ministry of Interior (DGCL) and UNICEF, provides a structured and interesting tool for mainstreaming climate change adaptation into policies and programmes at the local level, using children and youth as agents of change in the short term (gateway to the community) and long term (future adult managers of local and national affairs). Within this framework, the office has developed a concept paper to conduct a pilot project in three municipalities in the Oriental region, for the integration of adaptation actions to climate change in the Municipal Development Plan. The objective is to develop a model of adaptation to climate change at the local level, focusing on children and youth, with potential for widespread replication.
Important to the above is the return of UNICEF Morocco to the field of Water and sanitation promotion, especially hygiene education, for which negotiations with the World Bank are underway to ensure the above initiatives complement heavy structural investments.

3.2 Programme Components:

Title: *Children’s and women’s health*

Purpose:
This programme aims at improving access for vulnerable populations to quality basic health care. It emphasizes the participation of local social leaders, local officials and village associations. While aligning with the priorities of the government, the programme began this year to reposition its support towards equity-focused strategies and policies, particularly neonatal health, nutrition and community health.

The main results planned for 2010 were:
1. The provision of neonatal care, postnatal care and maternal quality in health services at community level is improved in four pilot regions.
2. A strategy for nutrition security of the population, with a focus on children and women, is developed and implemented.

Resources Used:
Total approved for 2010 as per CPD: 1,883,200 USD
Total available for 2010 from all sources: RR 130,000$; OR 499,876$; Total: 629,876$

Any special allocations (list)
GS2009/85 (40,117.61$): UNICEF 7% set-aside funds for response to H1N1
XI2007/070 (151,418$): Trust funds-Spain
CRQ/JDNA/2010/0644 (60,000$): Support to Morocco Office for immunization activities (Cold Chain)

List of donors
T49909 HIV-AIDS AND CHILDREN (Global Thematic Fund)
F29101 UNICEF-Morocco (Méridien)
F29101 UNICEF-Morocco (Sheraton)
C45301 United Kingdom Committee for UNICEF
C39901 Spanish Committee for UNICEF
G39901 Spain

Result Achieved:

a) Results
Neonatal Health: Under the joint programme on maternal and neonatal mortality, which includes WHO, UNFPA, UNDP and UNICEF, a national strategy on neonatal health was developed and validated with the support of international expertise hired by UNICEF. This strategy has been incorporated in an operational action plan in the regions of Souss Massa-Daraa and Guelmim Esmara where the ratio of intra-hospital neonatal mortality is higher than the national average. A training programme, constituting the first stage of the operational plan for reducing neonatal mortality in these two regions, started with training 214 midwives. A tool for assessing the quality of maternal and child care was finalized after testing and a computer application was developed.

After persistent advocacy, nutrition has been recognized as a priority in support of which, a new national strategy was developed and validated. It will be implemented in
2011 as a multi-sectoral approach, in partnership with FAO and the WB. For the second consecutive year a national campaign to promote breastfeeding has been organized. More than 561,000 people were covered by IEC activities including 80 radio broadcasts, 7 TV shows and 51 articles on breastfeeding that were disseminated. Additionally, 13 million people were reached by communication on breastfeeding promotion conducted through the Moroccan Highway company. The impact of this campaign will be measured through the results of a national health survey targeting 16,000 households.

UNICEF supported communication related to H1N1 to ensure proper information reaches the general public. Prevention of HIV transmission from the mother to child was tested in 3 pilot regions leading to a 100% avoidance of infection in newborns following the protocol. Study launched in the 8 pilot health centers demonstrated that acceptance of the test was found in more than 80% of women attending prenatal care services.

In addition, 98 Health professionals and 410 volunteers are implementing the parental education programme component whereby 16,834 people (7,477 fathers and 9,357 mothers) were reached by individual talk; 20,753 people (7,410 fathers and 13,343 mothers) were reached by collective training, and 2,637 children were referred by volunteers to health centres.

b) Constraints and lessons learned
Financial procedures in government and partners tend to delay the implementation of activities, especially since HACT approach is not implemented in a similar way by the different UN agencies.

Community-based approaches have benefited from renewed interest, especially after extensive C4D training of some key ministry staff.

c) Monitoring, studies and evaluations
Several guides (maternal and infant health services quality guide, neonatal national strategy, national nutrition strategy, parental education strategy, C4D support IEC, community-based health approach report etcetera) were produced with UNICEF support. Several key assessments (cold chain, revision of pre and post natal care guidance, study on acceptance of HIV testing amongst pregnant women and evaluation of PTMC experience) are ongoing and shall be finalized in 2011.

d) Partnerships
Most existing partnerships are working well, but further partnership development is in progress with universities and divisions within the ministry in charge of equity and social insurance.

Future Workplan:
- Studies on equity in health and advocacy to inform equitable policies
- Implementation of nutrition strategy
- Institutionalization of a model of community based approaches for health and capacity development.

Title: Quality education

Purpose:
The purpose of the programme is to ensure that strategies for quality education are developed, tested in the target regions, and implemented under the Emergency Programme of the Ministry of Education
Two Intermediate Results were targeted:

1. Standards and processes for the quality of education are developed and implemented and the capacity of actors around the school are reinforced within the target institutions
   a. A training process is finalized to improve the quality of preschool education and the preschool classes in targeted schools of 6 regions (Grid quality, preschool curriculum development and training of educators)
   b. A model of personalized student tracking and process to support boys and girls in difficulties, with special attention to girls, is produced in 6 regions in targeted schools
   c. An analysis of educational status of children in need of special care is finalized
   d. Models for the integration of regional dimensions, human rights and gender mainstreaming are developed on an experimental basis.
   e. Models of participatory school project and quality standards at primary and middle school are developed and tested
   f. Processes against violence (guides, concepts of regional observatories) are developed.
   g. Standards and mechanisms of human security and hygiene are developed.
   h. Quality methodology of Non formal education experienced and validated. Strategy for personal project for insertion is developed

2. Models and teaching methods to support the development and monitoring / evaluation of life skills of children and young people are developed
   a. Models for monitoring and evaluation of life-skills and life-skills certification are developed
   b. Model of personal project (during which a kid is given opportunity to develop concrete skills in realization of a concrete activity) is conceptualized.

Resources Used:

Total approved for 2010 as per CPD: 1,960,800$
Total available for 2010 from all sources: RR 236,000$; OR 527,902$; Total: 763,902$

Any special allocations (list)
CRQ/JDNA/2010/0416 (22,480$): Programme support
CRQ/JDNA/2010/0573 (21,574$): Contribution to the learning series III event

List of donors
C14701 French Committee for UNICEF
U99905 UNDP - USA Administrative Services Section
C39901 Spanish Committee for UNICEF
T49907 BASIC EDUCATION AND GENDER EQUALITY

Result Achieved:

a) Results achieved
   Pool of trainers on modern pre-school methods was created in six target areas. The quality grid for preschool was completed and is experienced in about 60 schools.
   To reduce repetition and abandonment, two pedagogical support guides (primary and secondary) were generalized in 16 regions.

To improve school life quality, UNICEF supported:

a- Grid and quality standards development for effective governance of schools in respect of the rights of the child. The quality grid for secondary school was tested in three regions and reached 20 secondary schools. The quality grid for primary education was reviewed and will be finalized in 2011 to contribute to setting up child-friendly schools for the next cycle.

b- The production of a guide on explanation and operationalization of the integrated national strategy against violence for school directors.
c- The finalization of a guide to intervention in emergency situation for teachers. In collaboration with the World Bank and Handicap International, UNICEF supported the development of terms of reference on the situation analysis of Children with disabilities. UNICEF supported also the development and the test of a compendium of best practices on non formal education.

For life skills promotion, two guides were launched to develop personal projects at primary school level, grade 6. Review demonstrated a positive impact on children in regards to life skills, increasing their motivation to go to school and succeed. Documentation of Morocco’s experience in innovation, participation and reform was presented in the report "School of Respect" at a regional workshop hosted by Morocco.

b) Constraint:
The multiplicity of projects put heavy strain on some key partners at regional and local level.

c) Summary of studies and Monitoring:
The "Evaluation of Quality Improvement Process School" yielded three major lessons: 1. political endorsement is vital to project’s feasibility and guarantees its sustainability; 2. proximity work at the school level is critical; 3. school leadership has a key role to play in raising school quality and achievement levels (especially qualitative).

d) Partnerships
The key partners are the central departments of the ministry of education, the regional academies of education and training and NGOs. A new partnership is being explored with the "Superior Education Council" in charge of defining the policy.

Collaboration with other multilateral and bilateral actors (including UNESCO and U.S. cooperation) takes place through the UN Theme Group on "youth and education." chaired by UNICEF.

Future Workplan:
In 2011, specific focus will be on: Reinforcement of non formal education, education of children with special needs and action against violence in school system; Development of a knowledge strategy to document education in Morocco and Partnership with the "Superior Education Council" to support policy work.

Title: Child protection

Purpose:
The strategic objective of the child protection programme is to support the national decision-makers in the creation of a legal and institutional environment as well as a network of integrated services providing protection against any form of violence, abuse or exploitation.

This programme is fully aligned to objective 3 of the National Action Plan for Childhood (2005-2015) relating to child protection, as well as to the national strategies adopted by the Ministry of Social Development Family and Solidarity for 2008-2012 including the
National Strategy for Fight against Violence Against Women (SNLCVF) and its Operational Plan

**Key results of the programme:**
The legal and programmatic environment is aligned to international standards and norms (CRC, CEDAW) and inspires protection systems for girls, boys and women at national, regional and local level.

**Intermediate results:**
1. Legislation, regulation and institutional capacity in terms of protection of boys, girls and women are supported for effective implementation
2. National child protection programmes, systems and mechanisms are reinforced particularly at regional level.

**Resources Used:**
Total approved for 2010 as per CPD: $1,341,800
Total available for 2010 from all sources: RR: $210,000; OR: $637,165; Total: $847,165

Any special allocations (list)

List of donors:
- Global Thematic Fund
- Swedish Committee for UNICEF
- UNDP-MDG Gender funds.

**Result Achieved:**

a) Results
1 Legislation, regulation and institutional capacity in terms of protection of boys, girls and women are supported for effective implementation
In line with UNICEF's recommendations, a draft amendment of the legislation pertaining to child and women penal protection has been issued by Ministry Of Justice and shall ensure the alignment of the legislation with the international norms and standards, including the CRC and CEDAW. More than 600 official and professionals from the Ministry Of Justice, police and civil society were then trained on child rights and child protection, in four regions (Tanger-Tetouan Marrakech-Tensift-El Haouz, Oriental - Casablanca) to ensure concretisation of these changes, especially in family courts in five cities, through the joint UNICEF-UNIFEM - UNDP- Ministry of Justice partnership.

Mediation and conciliation mechanisms and a pilot fund to support divorced women and eligible children were created. Information management system in targeted family courts to follow up with family mediation, marriage, divorce, alimony, property division, inheritance and a training unit specialized in the implementation of the family law shall also enable consolidation.

2 National child protection programmes, systems and mechanisms are reinforced particularly at regional level
Support was provided to the Ministry of Social Development to evaluate the existing units for child protection, with an improvement plan for the existing units and a checklist of actions to guide the process of the unit’s widespread scale-up and adoption.

Similarly, a territorial convergence programme in Casablanca, aims at improving the coordination of all institutional actors and associations working in the field of child
protection through the design and implementation of a common child protection platform and the establishment of means of good governance.

Ongoing technical support is provided respectively to ministries of justice and health to design, develop, and implement information systems on violence against children and children in contact with the law.

To foster the protective environment for children:

- In partnership with a national NGO working for abandoned children UNICEF is piloting a communication for development project on prevention of child abandonment in Marrakech.
- UNICEF supported the Ministry of social development in the elaboration and implementation of the national awareness campaign against child domestic labour.
- UNICEF in partnership with UNFPA supported the creation of services within tribunals that take care of children and women that are victims of violence.

b) Constraints and lessons learned
The main constraints relate to human resource limitations with programme personnel in government and elsewhere burdened with multiple duties, and coordination difficulties between various entities associated with the programme’s implementation. The coordination problem adversely affecting the implementation of the National Plan for Children (or PANE) was also noted in the country report submitted to the CRC. Similarly, the multiplicity of actors at civil society level makes coordinated strategic partnerships difficult.

c) Studies
The study on causes for child abandonment, which started in 2009, was finalised in 2010 and shed light on the abandonment problem (more than 6,000 children are estimated abandoned at birth each year). Other studies due to their scope and complexity e.g., the study on the causes underlying migration were either delayed or await their validation.

d) Partnership
For the upcoming work plan, UNICEF will reinforce its partnership with civil society organizations, and its efforts for creating local and regional child protection networks, to address issues around “Prevention” and child institutionalization. A key partnership was signed in 2010 with the Consultative Committee for Human rights (CCDH), which will be the appeal mechanism for rights violations. Institutionalisation of children is a source of concern to UNICEF and government, and new efforts are underway for partnering with "Safeguard Centres", which are actually youth detention centres, to address the problem.

Future Workplan:

- Elaboration of a national child protection strategy
- Support the national juvenile justice system
- Support child protection institutional partner’s capacity
- Support national mechanisms for child protection
- Pursue the process of law reform, especially in regard to child abandonment and juvenile justice.
Title: **Local Development**

**Purpose:**
The Local Development programme is structured along two projects: "support to the generalization of municipal planning" and "Support to local initiatives for human development ". The programme’s aim is to integrate the concerns of girls and boys in policies and programmes of municipalities, with a focus on youth (15-24 years), and to develop models of programmatic response and replicate them to large scale. In addition, it aims to develop a model of "child and youth friendly municipalities" adapted to the Moroccan context, as a service offering to all municipalities desiring to realize this concept, with a kit containing tools and methodological package of model projects to develop and implement on the ground. It contributes to UNDAF results B.1. “Access of vulnerable rural population to social services, basic infrastructure, productive work and food security is improved” and E1 “the decentralization and de-concentration processes are reinforced”. It also contribute to MDG 1, 3 and 5.

The Directorate General for Local Authorities (DGCL), from Ministry of Home Affairs, pilots the programme under the framework of a National Coordination Committee. At local level, provinces (supervision) and municipalities (implementation relays) are the main partners.

Overall critical and analytical assessment

**Planned results for 2010 were:** i) tools for elaboration of Communal Development Plan, sensitive to Women and Children's rights are developed and used by targeted municipalities; ii) capacities of partners at national and local level (Provinces of Eastern Region), are reinforced for supervising and developing Communal Development Plan; iii) Child and youth friendly Municipalities project is designed and implemented in five communes; iv) pilots community-based projects (Dar Al Oumouma and Community preschool) are consolidated and replicated.

**Resources Used:**
- Total approved for 2010 as per CPD: 1,119,200$
- Total available for 2010 from all sources: RR 188,000$; OR 983,606$; Total: 1,171,606$
- Any special allocations (list)
- List of donors
  - Spanish Committee;
  - Lithuanian Committee ;
  - SIDA Sweden;
  - MDG Gender funds;
  - Morocco government (ADO and DGCL)

**Result Achieved:**

**Results Achieved:**
Project1 "Support to generalization of communal planning
a- Development of tools
  - A new version of the Communal information system was developed after users’ feedback and will offer more genderized data, in collaboration with UNIFEM. Currently the SIC, available in 106 municipalities is a key tool for communal planning and will be replicated
• The Communal Development Plan kit was enriched by adding two new training modules on local data collection and participatory diagnosis at communal level, involving youth and women.

b- Support to the general replication of communal planning in Eastern region
• 84 Municipalities in 7 provinces of oriental region received support for the elaboration of their communal development plan. This process was conducted by more than 250 communal agents (3 per commune) and supervised by 35 provincial agents (5 per province), all trained on i) situation analysis at communal level, ii) conducting participatory diagnosis to identify development issues and solutions, iii) CRC and CEDAW, iv) gender approach.

Project 2: Support to local initiatives for human development
a Consolidation of pilot projects
Dar Al Oumouma, an accommodation structure aiming at guaranteeing women from rural areas a delivery under medical surveillance is now covering 13 sites, 4 of which are under pilot initiative for promoting additional socio economic services.
• The Community pre-school project is being expanded after documentation to 3 new provinces, while the project against violence inside and outside of schools project is being piloted and documented in 31 cells in rural municipalities.

b Experimentation of “child friendly municipalities’ initiative"
A major innovation and breakthrough, the initiative of child friendly communes "CAEJ" is currently being experimented in 5 pilot municipalities. After an initial study, an operationalization workshop for the 9 pillars of the concept was presented to partners to develop an action plan. Concrete initiatives are already in place, particularly the creation of the first ever communal councils for children and young people.

b) Factors or constraints affecting performance
• Delay in initiating the process of elaboration of communal development plans due to prerequisites in new provinces (set up of structures of governance of the programme, training in administrative and financial management of the programme, etc.)
• Lack of human resources at national level to ensure a good supervision and smooth coordination of the activities
• Limited human resources and equipment in some local municipalities.
• UNICEF convergence has still to be conceptualized.

C) Studies and evaluation
• Child friendly cities and communities’ research, designed and piloted by IRC (Florence) measured child friendliness in the pilot municipality of Ouisselsate.
• Guide to Establishing Community Preschool aims to present the pilot project, to clarify the concept and provide the keys to its implementation.

d) Partnerships
• Agreement signed in January 2010, between DGCL, UNICEF and the Oriental Development Agency to generalize local planning and local initiatives in municipalities (urban and rural) with less than 35,000 inhabitants.
• Coordination between Morocco ART GOLD - UNDP Programme and UNICEF.
• Partnership with UNIFEM for the implementation of "gender mainstreaming in municipal planning and budgeting" continue, within the framework of the Gender interagency Programme, financed by the MDG Fund.
Future Workplan:

i) Implementing and expanding the "child and youth friendly municipalities initiative";
ii) Pursue development of tools for local planning, especially on inclusion of gender, 
    HRBAP and RBM;
iii) Continue supporting the targeted municipalities in Eastern region for elaborating 
    Municipal Development Plans and initiation of local projects in favor of children and 
    youths;
iv) Pursue developing the concept of Dar Al Oumouma, by extending the package of 
    services to cover socio economic rights.

Title:  **Social policy and advocacy**

Purpose:
The social policy programme was planned as part of a 2-year rolling work plan for 2010-
2011, adopted by the office after the MTR in 2009. Two IRs were agreed, the first, on 
strengthening the evidence base for policy making and advocacy for children's rights, 
and the second, on strengthening national M&E capacity and systems to better monitor 
and evaluate public policies.

The annual results under the two IRs were as follows: 1- an updated estimation of 
multidimensional child poverty is produced using the most recent data, 2- the budget 
process of social sectors is further analyzed and recommendations to improve it are 
formulated, 3- the social impact of migration and remittances is assessed and 
recommendations are formulated toward social protection policies, 4- a DevInfo 
database including child indicators is developed and accessible to different stakeholders, 
5- SITAN is updated and used in programming and policy advocacy for children's rights, 
6- national data collection efforts are supported and include relevant child indicators to 
assess the impact of public policies on children, 7- national capacities on M&E are 
strengthened via training and support to M&E structures.

Resources Used:
Total approved for 2010 as per CPD:  445,800$
Total available for 2010 from all sources: RR 223,000$ ; OR 207,329$; Total: 430,329$

Any special allocations (list)
CRQ/USAA/2010/42966 (20,000$): DevInfo Morocco
CRQ/JDNA/2010/0439 (9,000$): MICS survey

List of donors
T49909 HIV-AIDS AND CHILDREN (Global Thematic Fund)
T49911 POLICY ADVOCACY AND PARTNERSHIP (Global Thematic Fund)
T49907 BASIC EDUCATION AND GENDER EQUALITY (Global Thematic Fund)
T49904 Global - Child Protection THEMATIC FUND

Result Achieved:
a) Results
Following the dissemination of the first child poverty study during the 1st social policy 
and child rights forum in 2009, an agreement was reached with the high commission for 
planning to produce an updated estimation using the most recent household living 
standards survey, demonstrating the interest of the Ministry of Planning  in a key
element of measurement of human development. The study is being developed and findings should be ready for the 2nd social policy forum in May 2011. Similarly, an exploratory survey on the social impact of remittance will be consolidated by National Statistics Office (NSO). These technical breakthroughs were widely documented and shared in the region but also at global level.

Upon completion of five reports analyzing the overall budget processes, as well as four social sectors, discussions are ongoing with Ministry of Finance to develop a specific collaboration on public expenditure tracking against specific performance indicators linked to child outcomes in the four targeted ministries.

A total of 22 database administrators from both central and regional NSO were trained on version 6 of Devinfo, and a plan was agreed to develop Marocinfo MDG database with online application, as well as a sub database on children to monitor the national plan of action for children (2006-2015).

Support was provided to the ongoing ENPSF-MICS 4 survey through all phases – from the conceptualization. In addition to a financial contribution, anthropometric materials were provided to both MoH and NSO to support nutrition indicators data collection, which had not been updated since 2003. The ENPSF-MICS4 is in the fieldwork stage and preliminary findings should be available by April 2011.

To consolidate the partnership developed with the national evaluation association since its creation in 2008, an international evaluation capacity building event was held in October and lasted one week, training more than 120 individuals from government, civil society, international organizations and research students. Three seminars were also held on the institutionalization of the evaluation function in public sectors.

b) Constraints
Multiplication of partners with different and sometimes overlapped mandates makes it difficult to achieve results on time. Social Policy analysis is still not entirely understood by some traditional actors, and the objective of reaching an all encompassing protective social environment is hampered by the technical complexity of most issues, and the lack of specific data essential to promote an equity approach.

c) Surveys
Child poverty study is being updated using most recent data, and it is using both monetary and deprivation approach to assess poverty. The study is being undertaken jointly with the High Commission for Planning and will be used as a strong advocacy tool for public policies’ targeting of the poorest and most marginalized children. The budgeting study covering four key sectors has been completed and its findings are being used in designing a second phase aimed at assisting the social sectors in introducing performance systems along with public expenditure review and monitoring.

d) Partnerships
The new agreement developed with the high commission for planning and the national observatory for child rights facilitated critical surveys and set up an information system to update regularly the child indicators using a central online database. Partnership with Moroccan Evaluation Association also enabled access to a wider pool of national M&E expertise for capacity building and providing support to a greater number of partners. It led to enhanced advocacy and awareness raising activities on the importance of evaluation of public policies. Additionally, a UN Joint programme to support a Human development observatory, is aimed at evaluating human development policies and initiatives, and the launch of partnership with 10 universities to produce knowledge on
human development themes relevant for Morocco. The partnering universities will undertake field research, and develop capacities for evaluation of public policies.

**Future Workplan:**
2011 will be dedicated to consolidating the strengthening of institutional capacity of the main partners in three main areas: i) Multidimensional child poverty analysis and advocacy to target most marginalized, ii) advocacy for public policy evaluation, budget review and public expenditure monitoring and iii) use of the regional social protection mapping to position UNICEF as key advocate for child sensitive social protection policies in Morocco. The 2nd social policy and child right forum which will be held in May 2011 will offer a unique opportunity to engage in high level dialogue on the policy issues facing children with a focus on the most vulnerable.

**Title:** **Youth**

**Purpose:**
The goal of the programme is that a policy environment and framework for sectoral planning, promoting participation and inclusion of youth (s) in national development, is established.

**Two intermediate results:**
- An integrated multi-sectoral national strategy for youth is formulated and integrated into national sectoral plans, through a participatory process with key sectors, NGOs and youth (s)
- Intervention models for social inclusion of young people are introduced.

**Resources Used:**
Total approved for 2010 as per CPD: 100,000$
Total available for 2010 from all sources: RR 5,000$; OR 346,168$ (including KC PBA);
Total: 351,168$

Any special allocations (list)
KC2010/046 In Kind PBA from UK Committee for UNICEF (NTIC equipment)

List of donors
C45301 United Kingdom Committee for UNICEF
T49911 POLICY ADVOCACY AND PARTNERSHIP (Global Thematic Fund)
G41102 SIDA - Sweden
C39901 Spanish Committee for UNICEF

**Result Achieved:**

**a) Results**
Morocco is experiencing a demographic transition and therefore the main children cohort is represented by adolescents and youth, the age group to which very little policy is specifically dedicated and for which activities are still not well developed or adopted. UNICEF responded to this challenge via a three pronged approach:

- Support to the design of an integrated youth strategy. With support of SIDA Sweden, UNICEF and UNFPA have assisted the Ministry of Youth and Sport in designing a new, all encompassing Youth integrated strategy. The level of participation (with more than 10 line ministries being part of the extended consultative group) and the fact that the highest levels of political support have been reached demonstrate the importance of and commitment for Youth development and engagement in Morocco.
To prepare for and manage this critical youth-centred initiative, an L4 officer was hired at the sub-regional level to assist and prepare the different vertical sectors for contributing effectively to the implementation of this strategy, which will not be left to the sole responsibility and mandate of the ministry of Youth and Sport. A regional forum was held in Tangier to share experiences and good practices, and partnerships were set with the World Bank, High Commission of Planning and INSEA to gather as much information and data as possible on Youth. Internal mapping took place within UNICEF programmes to identify areas for cross-sectoral youth support and potential convergence, as is already the case for example in our local development programmes or parental education and non formal education programmes.

The last approach consists in the piloting of operational projects to demonstrate that specifically youth can be reached and can be given the opportunity as well as the motivation and skills to participate in their own development. Two key projects can be described. The first one, supported by DELL Company and its charity foundation, trained directly 543 young people (273 were girls) on IT, with indirect impact on 6,000 young people attending the Youth house run by the Ministry of Youth where equipment has been installed. This project is complemented by volunteering from DELL employees. The second project, drawing from pilot experiences in the North of Morocco, aims at linking partners to make them understand that the issue is not per se the provision of training services but more the design of a programme giving youth the confidence and will to participate in and contribute to their social environment and develop their own project for their life and their country. This project is funded by Junta Andalucía.

b) Constraints
The main constraints are caused by the novelty of the programme, the ambitious strategy underlying the programme that may prove difficult to implement, the lack of best practices at regional and even global level, and the dearth of data available to guide its progress and scale-up. Excessive reliance on donor support in some cases may also constrain initiative and self-driven outcomes. UNICEF’s own specialization is not specifically centred on adolescents and youth, which makes it imperative to ensure considerable reorientation of UNICEF’s programmes and additional creativity to identify and implement appropriate actions.

c) Studies, monitoring, evaluations
A study is being finalized with the World Bank on Youth in Morocco and the project "equitable access to new technologies of information and communication” in poor quarters of Casablanca city is being evaluated by a private consulting firm.

d) Partnerships
Main partnerships are the Ministry of Youth and Sport, UNFPA, but also the media, Youth networks, DELL, Junta Andalusia, Universities and WB, USAID, and members of the thematic Education and Youth working Group.

Future Workplan:
In 2011
· Youth integrated strategy will be finalised
· Vertical sectors will be brought on board to ensure implementation of this strategy
· More local youth councils will be created and their link with the parliament will be reinforced
· Studies will be pursued and a Youth Taskforce within UNICEF will ensure that each programme contains a Youth component.
4 OPERATIONS & MANAGEMENT

4.1 Governance & Systems

4.1.1 Governance Structure:

a) Office objectives and priorities were defined at the beginning of the year and are part of the annual management plan which is finalized in an all-staff retreat. It is the same for the emergency preparedness and response plan. An all-staff retreat was held to assess implementation of the annual management plan during which, the EPRP focal point presented the main new commitments for children in relation to UNICEF humanitarian action.

b) Oversight structures are in place, the mission and membership of which are clearly defined as part of the annual management plan. The functioning of these structures was assessed during the December all-staff retreat. The emergency risk profile for Morocco was updated during this retreat.

c) CMT met six times to decide and follow up on key issues. These included: follow up on global staff survey, adoption of office improvement plan further to the global staff survey, validation of annual management plan, validation of management tools including more systemic use of HA produced office management reports, PBR validation, programme implementation status by midyear, validation of ERM, validation of structure of future CPD, validation of EPRP, follow up on implementation of missions’ recommendations, implementation of security measures etcetera.

In addition, six all-staff meetings took place to raise specific points of importance to the entire office (PCR/IR, Security, Competency Based interviews, New Human resource policies, and new focus on equity); four retreats took place (on convergence, work processes, programmatic review and preparation of next CPD) along with regular all-staff training (on conflict management, time management, computer tools).

d) New management tools include lotus-based trip report systems facilitating follow up of missions, systematic (monthly) use of HQ produced management reports providing a neutral picture of implementation status, regular bi-lateral meetings with each section with shared notes for the records to ensure better in-office information, in addition to monthly programme meetings and systematization of exit interviews to retain skills and knowledge from departing staff.

e) The office has not been audited in 2010. As mentioned above all audit recommendations were closed last year.

4.1.2 Strategic Risk Management:

a) Morocco was one of the first offices in the region to conduct a systematic review of its processes and situation through an "Enterprise risk management" and controls were either upgraded or maintained within a thorough staff empowerment process that commenced in April 2010 when a new operations officer took over these functions. A training has been conducted by MENARO for Morocco office staff on ERM.

b) CMT meetings (6 in 2010) and programme coordination meetings (monthly) are fora to check the performance of the office against the norms/standards for RO/HQ management indicators and suggest appropriate actions to address shortcomings.

c) The office has led the entire UN contingency plan and maintains regular links with UNOCHA on profile and response. Morocco office has updated on a regular basis its
EPRP, maintains awareness of staff and national counterparts about risks and integrates into rolling work plans activities related to emergency preparedness.

d) & e) The BCP plan has been updated. An MOU was negotiated with the UNDP office to grant our office an alternative office space to act as cold site for disaster recovery preparedness; so we moved a fully equipped rack with old servers, Ups’s, autoloader tape drive and a firewall to the UNDP facility, to shorten the recovery time in case of a disaster.

Office security was dramatically upgraded due to the technical and financial support received from MENARO and now reaches the level of countries in the region more structurally affected by emergency or conflict, far above Security upgrades done by Morocco-based sister UN Agencies and even embassies.

Programming environment is rapidly evolving and strategic reviews offer opportunities for programme adaptation. Situation is constantly assessed through media review, strategic discussion with key bilateral and government partners and regular link with the civil society, especially field based.

The office is a pilot for most organizational improvement initiatives, including on PROMs 9.5, PCR/IR and participation in the development of Vision software.

4.1.3 Evaluation:

a. The office developed a two-year IMEP, which gives more time to structural evaluations and studies to be completed to the best quality standards. In 2010, 6 studies, 4 evaluations, and 1 survey were completed. The implementation of the IMEP research and evaluation activities was supported by the quality assurance mechanism established by the office completed by the technical clearance established by the Regional Office. The template for satisfactory evaluation report was also updated and translated into French based on the new template developed by the EO.

b. All evaluations are assessed for quality standards by external independent consultants recruited on the basis of a transparent bidding process. Findings are discussed in an objective way in the light of the recognized international evaluation standards, and inform the office knowledge base as well as management response, either internal or with counterparts;

c. The office has invested since 2008 in the creation and development of institutional capacity of the Moroccan Evaluation Association, which has a mandate for advocating for public policy evaluation, as well as national capacity building and networking with global evaluations associations. In 2010, the office supported a major evaluation capacity building event which lasted one week and trained more than 120 people from among government staff, NGOs, researchers as well as independent consultants and international organizations operating in Morocco.

d. One area in need of further improvement concerns knowledge utilization through documentation. The office plans to conduct an in-depth literature review of all evaluations and studies conducted in the last 10 years to strengthen the knowledge base and ensure the findings resulting from an evaluation are more systematically used in both advocacy and programming.
Besides trainings held on all relevant aspects of evaluation with Moroccan Evaluation Associations, three seminars were held on the evaluation function in the public sector, bringing international experts to share their experience.

In 2010 two management responses were drafted - one internal, and another with counterparts. This is an area where the office needs further strengthening. It intends to seek support for its systematization from the RO.

### 4.1.4 Information Technology and Communication:

**Effective use of information and communication technology:**
The office supported ICT project’s rollout by proceeding with different Hardware & Software upgrades such as the BlackBerry Enterprise server being moved to a new hardware platform. The office was also part of the ProMS 9, and ProMS 9.1 open pilots upgrade process. Another improvement was the use of audio-conferences in the recruitment process and meetings, which led to substantial cost-savings.

The office also upgraded the Backup drive tape from SDLT 600 tape to a larger drive and tapes with autoloader capabilities “HP 1/8 G2 ULTRIUM” with 1.6 tapes. The office implemented and adapted a new Trip Report Database for monitoring and evaluation of field trip reports.

**ICT Software/Hardware Standards & Policies**
The Office is fully compliant with the ICT hardware and software standards and to enforce ICT policies and procedures. A hardware replacement plan was implemented to meet the upcoming global ICT project rollout: Windows 7, MS Office 2010 and Windows 2008 Server.

**Data Backup/BCP Site**
An MOU was negotiated with the UNDP office to grant our office an alternative office space to act as cold site for disaster recovery preparedness; we moved a fully equipped rack with old servers, Ups's, autoloader tape drive and a firewall to the UNDP facility, to shorten the recovery time in case of a disaster.

With the Regional office support the ICT officer participated in the Haiti ICT recovery initiative for two months.

**LAN/WAN Connectivity**
The 2Mb IPSec connection we switched to last year from the previous slow SITA link is very stable and we did not suffer any down time this year. With continuous support from RO, the office is preparing a VSAT link of 512kb over iDirect to strengthen our backup connection capacity to respond to emergency situation.

**ICT Committee**
ICT officer represents UNICEF in the UN common ICT task force to develop a common ICT services delivery initiative.

**Areas for Improvement**
The office is exploring a more user friendly solution to hold audio-conference meetings with partners and colleagues to improve our cost savings.
4.2 Fin Res & Stewardship

4.2.1 Fund-raising & Donor Relations:

a) All reports – except one because of absence of partner during Ramadan – were sent on time, and quality was assessed by Regional Office, putting Morocco amongst the best ones.

b) The initial CPD ceiling for OR was fixed at USD 11 million, increased to USD 16.8 million in 2008 and USD 22.8 million in 2010. To date, more than 17.5 million (or 76% of this new ceiling) have been raised. A fundraising strategy was developed in March 2010 taking into account the evolution in donor’s perception and contribution, especially following our switch to equity and reinvestment in the field of education. A donor kit was finalised and widely shared during the international day of children in November).

c) N/A

d) Monitoring of PBAs enabled early re-prioritisation and re-phasing, with OR allocation peaking in July (at 4.8 million). However, once it became apparent that some critical programmes (Health, education and social policies) were going to face absorption problems because of counterparts’ internal financial processes, two PBA extensions were requested. The utilization level of expired PBA in 2010 is 95%.

e) New initiatives were explored with the private sector (DELL, Starwood, Veolia), new donor modalities such as development of thematic funding with the Catalans and joint approaches with Natcoms (UK Natcom trek, Spanish partnerships with Alsa) were put in place, which helped diversify funding sources even as Spain and Spanish national committees remain our main donors.

UNICEF Morocco participates to the Spain funded joint programme on MDG (Fight against gender-based violence) and received US$ 745 500 in September 2009 and US$ 565 879 in December 2010.

Initiatives were also undertaken to partner with local private sector to contribute to children’ results through delivery of their services (Capital Consulting company allocated 100 days of free technical expertise to UNICEF, the Moroccan Motorway Company partnered with UNICEF to produce and display posters on breastfeeding promotion and 13 million people were reached).

A successful effort was made to convince donors to contribute in terms of UNVs (Belgium), Volunteers (France) and seconded Experts (Spanish Natcom).

4.2.2 Management of Financial and Other Assets:

Sound financial management is a pre-requisite for UNICEF’s activities in Morocco.

The absorption capacity and compliance of partners with UNICEF’s rules has been – and remains – a bottleneck, for four main reasons:

- Calendar difficulties, with the transition to two-year rolling work plan creating a slight delay in the start of activities (only 25% requisitions in June)
- Partners’ own financial systems, with centralisation that leads to slower processing and disbursement of funds and months between initial transfer of funds and actual payment at field level, along with lengthy reporting procedures that create delays in DCT liquidation
• New partners, especially at field level, with difficulties in estimating costs of future activities, leading to rushed reimbursement of funds often a very short time before the end of the PBA lifespan
• New staff not entirely accustomed to UNICEF processes.

HACT audit for 8 partners was conducted by the national Court of Auditors. Recommendations will be implemented in 2011.

Performance indicators: i) RR spent: 97%; PBAs used with the original duration of the PBA life: 13 out of 14; outstanding DCTs that are over 9 months: 3% ($40,230).

In order to optimize financial resources, several measures were implemented to reduce the cost of running the office. The desktops have been replaced by laptops throughout the office, and the use of heaters has been reduced. This has reduced electricity consumption by 15% compared to 2009.

The staff members were requested to use the train or their personal cars when they are deployed on weekends and holidays to reduce overtime for drivers and the consumption of gasoline.

The cost of telephone expense was also reduced by 49.5% following the office's decision to cover only the mobile subscriptions for programme officers, but not the usage.

4.2.3 Supply:
Supplies represent only 6% of the total budget of the country programme in 2010 and this share is decreasing over the last years. The four top supplies are: computer equipment, printing material, security related equipment, fuel.

Following the implementation of HACT, our partners were left in charge of supplying the majority of their supplies. The position of the “supply assistant” was abolished in 2009, and the Programme assistants were trained to handle the supplies not being handled by the partners and to follow up the implementation of the supply plan.

A review of the office work process was conducted earlier this year during a retreat, and the supply process was revisited. At the recommendation of the staff, a revision of the supply Circular was done to simplify the procedures.

The majority of the supplies are now being sourced locally, except for the procurement of vaccines that have to go through the supply division in Copenhagen. The Ministry of Health prefers to do vaccines procurement through UNICEF.

The Moroccan office is small in size, and therefore, all the items are delivered directly to our partners omitting the need for in-country warehousing.

A few field visits were undertaken by the Administrative Assistant and the concerned programme staff this year to monitor the supplies delivered. An action plan, based on the recommendations of the audit undertaken last summer, will be implemented next year with more field visits to be scheduled.
4.3 Human Resource Capacity:
The CMT reviewed the structure of the office taking into account planned results and optimization of resources. The periodic organization of CMT and all staff meetings has kept the entire team fully informed. An office improvement plan was developed earlier this year, based on the results of the staff survey conducted in 2009. Its implementation rate is 100%.

The health section has been strengthened by the recruitment of a GS-5 programme assistant. An NO-C operations manager was recruited to replace the former NO-D Operations Manager, who left in June 2009.

The P4 Education Officer is on maternity leave. She was replaced by the recruitment of an NO-B education specialist on TA, who, with the support of the office, has been immediately operational in the field allowing the section to continue to implement its programme without interruption.

By midyear, the Local Development Section was also strengthened by the recruitment of an NO-A project officer on TA.

In the recruitment process, gender balance has been taken into account and respected. Of the 4 new recruits during the year, two are women bringing the total number of women staff to 12, and the male staff to 14.

PERs were completed for all of the staff in the first quarter of 2010, where individual objectives were linked to the AWP and office objectives as outlined in the AMP. Additionally, regular discussions between supervisees and supervisors took place during the year (by June-July) for performance feedback.

The annual management review was an opportunity to either refresh or initiate new staff on CCC and emergency readiness.

Staff members are aware of staff counselling resources available locally and when used have helped staff with coping mechanisms.

Staff were trained on competency based interview technique and briefed on new initiatives in HR.

The office has a focal point on “Caring for Us”. Information sessions were organized by UN Cares on HIV/AIDS, and the use of PEP kits.

4.4 Other Issues
4.4.1 Management Areas Requiring Improvement:
In order to optimize financial resources, several measures were implemented to reduce the cost of running the office. The desktops have been replaced by laptops throughout the office, and the use of heaters has been reduced. This has reduced electricity consumption by 15% compared to 2009.

The staff members were requested to use the train or their personal cars when they are deployed on weekends and holidays to reduce overtime for drivers and the consumption of gasoline.

The cost of telephone expense was also reduced by 49.5% following the office's decision to cover only the mobile subscriptions for programme officers, but not the usage. Moreover, three meetings were held with other UN agencies as part of UNCT and OMT. A
joint OMT team met in Dakar last September to participate in training on common services. Several areas that will be developed in 2011 were identified by the UN joint OMT.

4.4.2 Changes in AMP:
- Systematisation of equity approach,
- Common UNDAF action plan (common UN programme) to be developed by September 2011
- Joint validation meeting of UNDP/UNFPA/UNICEF CPDs with the ministry of foreign affairs and other sectoral national counterparts
- Action plan to implement recommendations of the ERM assessment
- Implementation of recommendations of the HACT evaluation
- Complete implementation of security measures to render the office resistant to a blast according to the standards defined by the regional office
- Revitalize activities related to Caring for Us.

5 STUDIES, SURVEYS, EVALUATIONS & PUBLICATIONS

5.1 List of Studies, Surveys & Evaluations:
1. Etude socio-anthropologique sur l’acceptabilité du test rapide VIH par les femmes enceintes en consultation prénatale dans le cadre de la prévention de la transmission du VIH de la mère à l’enfant.
2. Evaluation du processus qualité de l’éducation
3. Etude sur les mécanismes de recours pour les enfants victimes de violation de leurs droits
4. Etude sur la définition dans un positionnement stratégique en matière de santé communautaire
5. Étude CAP pour évaluation des résultats de l’éducation parentale
6. Evaluation Projet Accès Equitable des Jeunes aux NTI
7. Child friendly cities and communities’ research : case of Ouiselssate Municipality
8. L’analyse comparative entre la législation pénale relatives aux femmes et enfants et les normes internationales
9. Analyse de la situation nutritionnelle des enfants et des mères
10. Consolidation des Unités de Protection de l’Enfance de Casablanca et Marrakech
11. Evaluation du projet de lute contre le travail des enfants dans le secteur de l’artisanat à Marrakech

5.2 List of Other Publications
1. Guide sur l’évaluation continue de la qualité des soins maternels et infantiles
2. Rapport école de respect: réforme, participation et innovation dans le système éducatif marocain (commissioned and paid by RO)
3. Recensement des enfants non scolarisés par les enfants scolarisés
5. Guide juridique sur les normes standards de prise en charge des enfants et des femmes
6. Le travail des enfants dans les activités purement traditionnel
7. Guide référentiel pour l’éducation parentale
8. Etude sur l’enfance abandonnée au Maroc
6 SOUTH-SOUTH COOPERATION:

Three main areas deserve specific mention:

1. Exchange visits
A visit to Oman in May, arranged by UNICEF Morocco, for five key staff from the Ministry of Health, contributed to a major change in perception of Community-Based education, subsequently leading the Ministry to modify its agenda.

2. Workshops
UNICEF Morocco aims at using the geo-strategic position of Morocco, at the confluence of the Arab-speaking, French-speaking and Spanish-speaking worlds, to organize joint events involving countries from the South. This included in 2010 participation of countries from MENA and WCARO to trainings organized on ERM (Rabat), HIV and Youth (Tangiers), C4D (Rabat), National Week of Evaluation (Rabat). A Major regional event on education (launch of the 'school of respect' initiative) brought together several other countries in Marrakech in June, enhancing potential for local adaptation of educational systems.

3. Information sharing
UNICEF Morocco’s experiences, especially relating to Child Friendly Cities and Social policies have been shared throughout MENA but also with countries like Zimbabwe (Child Friendly city documentation) and Haiti (for Social Policy).