Executive Summary

Most important achievements of the year:
- Launch of MORES approach in Education as a pilot tool in local area, well received by partners, reinforcing UNICEF technical position. MORES was mainstreamed in Health – with a major report on Equity in Health - Protection, WASH in schools, UNDAF.
- Push on Social policy, social protection and decentralization components, with the organization of an international conference in May on Measurement and Policy Approaches to Enhance Equity with the participation of 100 delegates from 19 countries. The involvement of UNICEF in proposing ways to measure potential impact on children of the reform of subsidies as well as the launch of the new SITAN, Scaling up municipal information system to support decentralization process.
- Advocacy towards new government to promote the equity agenda, through meetings with the Prime minister, Ministers of Justice, Education, Health, Social Development, Youth, General Affairs...An equity kit was produced and shared with 200 senior partners.

Main shortfalls:
- Delay in moving towards a revision of the National Action Plan for Children (PANE), especially on the protection component, where the complexity of the sector, multiplicity of actors and new government priorities contributed to a more step-by-step approach (using MORES) to be launched, late in the year.
- Although fundraising figures may appear good for 2012 (USD 5,334,183 funded for OR compared to a CPD target of 5,200,000 annually), it must be noted that the actual level of non-thematic OR specific new receipts in 2012 only amounted 593,015 USD, reflecting the challenges faced by Morocco office (most of these funds being actually dedicated to a JPO and special donor projects) and the difference being balanced amounts from previous cycle and important thematic support. While Education and MoRES benefit from massive and strategic investment demonstrating HQ and RO support, some programmes such as Protection, Health and Social Policies do face growing difficulties in mobilizing resources. Important staff cost increase (+8% for NO) severely impacted RR.
- The budget analysis component of our social policy programme was abandoned for 3 reasons : lack of evidence that allocation level was the main cause for barriers (especially in some sectors such as education), financial nomenclature for public sector accounting, actually leading to estimate by projects instead of giving systematic information on children-related expenditure, competition with gender-friendly budgeting.

Most important collaborative partnerships:
- The first major new partnerships at governmental level include the Ministry of General Affairs, in charge – inter alia – of subsidy reforms. Reinforced partnership with ministry of education through the launch of MORES as well as with the Parliament.
- At para-statal level, the partnership with the National Observatory for Human Development (ONDH) moved from a joint programme into a more strategic one, especially after the signature of a partnership with Mexican CONEVAL. Marrakech municipality, through the new Safe cities for all initiative proved to be a good key new partner.
- At NGO level, International NGOs (Handicap International, Education & Development) were brought on board, and local platforms reinforced (especially in Youth and Child Protection).

Country Situation as Affecting Children & Women

The Arab Spring did not have an impact as high on Morocco as it did on some of its MENA Neighbors. Furthermore, democratic evolution continues, with a new government emanating from long time opposition took effect in January 2012. This government and the new constitution have increased hopes and demands in the country. Economic situation remains positive but highly fragile, dependent on agricultural sector and European Economy situation. After a 3% economic growth in 2012, public debt has grown moderately but remains high (195.9 MMDH) which pushes government to make priority choices, which include the reform of the subsidy system with potential impact on the most vulnerable.

Although most indicators related to the realization of children’s rights are – as demonstrated below – showing improvement, discrepancies, inequalities and inequities continue to create a serious challenge to the Human Development of the Kingdom. MoRES approach is being used for the ongoing situation Analysis but in the meantime the main indicators are as follows:

1. Infant and under-five mortality rates in Morocco have dropped significantly between 2004 and 2011,
with a magnitude of 35% and 44%, respectively. The estimate of under-five mortality for 2011 shows that Morocco has achieved the Millennium Development Goal (MDG) of two thirds reduction in under five mortality rate (see figure 3.4). Apparently, the sharp drop in under-five mortality rate among the poor has accelerated the pace towards achieving that goal with a more equitable distribution in under five mortality rate and narrowing poor to rich gap over time. Despite these achievements, the poor are still lagging behind and have not reached the under-five mortality level set by the MDG for Morocco, though not far from it.

2. The slow decline in inequality in under-five mortality between the rich and the poor coupled with the fact that neonatal mortality represents around two thirds of the infant mortality and 62% of the under-five mortality suggests that access to quality pregnancy, obstetric, delivery, and postnatal care in Morocco is lacking especially in the rural area. In addition, several behavioral and family factors are in play as well, such as the ability to identify danger signs in newborns, the ability to take swift decisions to seek timely care, and the affordability and availability of convenient means of transportation.

3. The rate of maternal mortality (per 100,000 live births) decreased from 227 in 2003-2004 to 112 in 2009-2010, but this rate is still two times higher in rural areas (148) than urban areas (73);

4. The child nutritional status in Morocco has improved between 2004 and 2011, but not in all nutritional indicators. Between 2004 and 2011 the prevalence of underweight has dropped significantly by 72%, and 62% for moderate and severe underweight, respectively. The prevalence of severe stunting has also dropped but to a lesser extent (27%), whereas the prevalence of moderate stunting has increased by 6%. The children of the poor have enjoyed some improvement in their nutritional status between 2004 and 2011, yet the poor are still suffering from higher prevalence of malnutrition as compared to the rich, thus revealing that inequalities in child malnutrition are still persistent;

5. Women’s knowledge of sexual transmission of HIV and mother-to-child transmission has increased remarkably between 2004 and 2011, by 64% and 22%, respectively. Most of this increase in women’s knowledge has occurred among women from poorer households as compared to women from richer households, thus leading to a sharp reduction in inequality by 93% and 77% for knowledge of sexual transmission and mother-to-child transmission of HIV, respectively;

6. School completion (% completed grade 5) by wealth quintiles, for both women and men is lowest among the rural poor and urban poor alike, even if compared to the overall rural population completion rate. Intra-urban inequalities in school completion are strikingly high, with the urban rich women and men having completion rates that are nearly 7 and 4 times higher respectively, as compared to the urban poor women and men. Overall, levels of school completion need to increase to attain universal education, but the poor deserve the utmost attention;

7. In 2011 women (aged 15-49 years) in the poorest quintile show an elevated status in terms of having the power to decide on how to spend the money they earn, whereas women in the third quintile and higher have reported a decrease in their power to make such a decision by themselves alone. This rise in the status of women in the poorest quintile has brought the inequality gap down in 2011 as compared to 2004 (the CI values decreased by 157%). However, empowering women through paid work is very much needed across all wealth quintiles;

8. Concerning the education in 2011-2012, it may be noted that Morocco has achieved good results in primary school (6-11 years). Indeed, the net enrollment rate in primary school, has reached 97.3% at national level, and 96% for girls, and 96.6% for boys (both rates are also good in rural areas, they are around 95%). However, the net enrollment rate in secondary school (12-14 years) is much less. Indeed, at national level, the rate is only 53.9% (52.9% for girls and 54.8% for boys) and even worse for rural areas, where the rate does not exceed 31.3% for boys and only 23.6% for girls, with a dropout rate of 15.8% in the last year of secondary school;

9. In 2011, the unemployment rate for women in urban areas was 21.2% against only 12.1% for men. This difference becomes even greater when it comes to men and women with a higher level (university): Indeed, the unemployment rate in this category reached 27.6% for women against only 14% for men in urban areas (rural rates are respectively 52.6% and 18.2%).
At political level, equity and priorities for rights of children (also including focus on Integrated Child Protection Advocacy: advocating for equity and reinforcing C4D for youth capacitation and participation Social Policy: conduct a MORES-based situation analysis while supporting the production of equity-based social policies in response to subsidies reforms Youth: pursue the support to national youth integrated strategy while reinforcing concrete initiatives for youth capacitation and participation Advocacy: advocating for equity and reinforcing C4D Cross sectoral: pursue expanded partnership and leveraging of funds for children

One of the main challenges for 2013 will concern fundraising amidst a global financial crisis, which can be solved through a mix of re-focused expenditures, new South-South or strategic partnerships and fundraising strategies, especially considering the fact that UNICEF's role in a middle income country such as Morocco shall focus on knowledge about children's situation, advocacy, capacity development in specific technical areas and setting up new alliances for the inclusion of all actors, both at central and local levels, in a supra-regional context.

Humanitarian Assistance

Only partially applicable: no Emergency took place in Morocco in 2012. However:

- An education officer and finance assistant were dispatched to Tunisia to assist the office in dealing with the Libyan crisis
- UNICEF took the lead in revising the joint UN Emergency Preparedness and Response Plan
- UNICEF Morocco own EWEA was upgraded and shall been studied in 2013 by an independent team from Headquarters as potential Best Practice
- Exchanges took place with the World Bank on main potential risks for the country (including Climate change)

Effective Advocacy

Fully met benchmarks

UNICEF's role in Morocco, a Middle Income country, increasingly consists of advocacy for the full implementation of children rights. The new country programme starting in 2012 put a strong focus on equity and on a four pronged approach towards advocacy:

At political level, equity and priorities for rights of children (also including focus on Integrated Child Protection

(launch of SITAN, development of key partnerships, organization of an international conference, support to integrated youth strategy, equity agenda, advocacy, support to local development, support to AME, equity in Health, C4D, support to Ministry of Education, documentation of pilot initiatives setting up NGO networks), two are delayed (supporting the setting up the new entities planned on the new constitution and establishing concrete youth initiatives) and only one (pursue child-friendly budgeting) is abandoned.

The office focuses on 23 Intermediate Results, of which 16 are related to programme, 4 to operations and 3 to cross sectoral activities. Five (5) (nutrition-health care-education-social policies-communication) of these IR were designed to focus on specific bottlenecks (with a strong equity focus) and, except for one programme result component, were accompanied by two years implementation work plans.

UNICEF Morocco remains involved in piloting strategic initiatives such as MORES in Education, Safe Cities for All, contribution to Subsidy Reforms, Social Media development, Decentralization. Strategic main successes in 2012 have taken place on partnership, South-South cooperation and advocacy. Based on 2012 progress, the country programme shall thus pursue the following priorities:

- Health: support of equity approaches in Health and reduction of nutrition-related diseases
- Education: support to MORES approach improving school governance to ensure generalized access to quality education and advocacy for Early childhood development, youth alphabetization and non-formal education
- Protection: support to the design of a public policy on child protection while reinforcing concrete response system at local level
- Local development: pursue development of child-friendly municipalities and cities while ensuring convergence of programmes, in support of the decentralization process
- Social Policy: conduct a MORES-based situation analysis while supporting the production of equity-based social policies in response to subsidies reforms
- Youth: pursue the support to national youth integrated strategy while reinforcing concrete initiatives for youth capacitation and participation
- Advocacy: advocating for equity and reinforcing C4D
- Cross sectoral: pursue expanded partnership and leveraging of funds for children
and Youth policies) were presented to the new Prime Minister of Morocco, M. Abdel-Ilah Benkirane, during the visit of the MENA Regional Director in May 2012. This advocacy was also conducted towards high-level meetings with several ministries (Social Development, Health, Justice, Education, Interior), while the "Delivering-As-One" forums (Morocco having a common UNDAF Action Plan) enabled common reaching of several General Secretaries. Morocco also signed the "promise renewed". Advocacy was also conducted towards the Parliament (where UNICEF Morocco received an observatory seat), and as importantly towards her majesty Princess Lala Meryem.

At technical level, a major advocacy event took place in May, with an international conference on the measure of inequities which took place in Skhirat. 170 participants from 19 countries attended. In Morocco, partners from Education, Ministry of Planning, National Observatory for Human Development led the effort. This event was combined with the 13th "Child forum" organized with the national Observatory for Children's rights, supported by UNICEF Morocco. Equity focus was also fully integrated in Health, with Equity study performed and officially presented by the ministry. MoRES was initiated (Morocco being a pilot country) in the Education sector, with a major focus at local level, and strong ownership of the Ministry. In social policy, the Ministry of General Affairs approached UNICEF to explore the impact of potential reforms of generalized subsidy systems on children as well as provision of alternative targeted mechanisms

Towards the general public, in addition to continuous media coverage, UNICEF Morocco produced an "equity kit" to be shared amongst decision makers, opinion leaders, donors and key technical partners. UNICEF Morocco kept focusing in 2012 on sensitive issues such as education of children with handicap, reform of article 475 (enabling a rapist to marry minor girls), and children dropping out of education... Some "traditional" advocacy campaigns (like the breastfeeding one) co-habited with new Social Media strategy (active Facebook site, use of rap music to spread messages...)

Advocacy was also directed towards donors and main external actors, especially in the area of Youth (with the World Bank), Education (with the “technical and financial partners” of Morocco), Social Policy (International Forum in May)

Post 2015 advocacy was launched in partnership with sister UN Agencies, and aimed at not only requesting a more sustainable approach towards traditional development goals but also giving the voice to silent youth groups and focusing on equity through local consultations.

---

**Capacity Development**

*Fully met benchmarks*

Capacity development is at the core of UNICEF's Morocco partners' requests and is being seen as a combination of strategies:

- Each programmatic component includes a strong capacity development component (see "programme component" part), developed along "classical" Annual Work plans, workshops and development of training manuals.
- A new instrument was used through the international conference organized in May on "measuring child vulnerability through an equity approach and developing adapted responses". This conference enabled high-level exchange between highly qualified experts from ministries of planning, ONDH, ministry of education and ministry of health. This event gave UNICEF the required credibility in the new sector of social policies and information system, which proved indispensable to build capacity of key actors on "Monitoring Results for Equity" (MORES), which was adapted to the complex but critical sector of education in Morocco, both at Central and Local levels.
- Capacity development is also a strong strategy for our NGO partners, since the Civil Society network in Morocco is characterized by its dynamism but also heterogeneity. Two specific projects were set up (NGO network in child protection and social responsibility in universities) to offer standards for partners working in the sector, whether or not directly in relation with UNICEF. In the same vein, capacity of Youth has been developed through partnership with youth branch of political parties, continuation of Youth media development, and ICT initiation for youth in poor areas (more than 2500 youth trained in 2012).
Morocco office has invested in the capacity strengthening through training and action in C4D targeting communication focal points from the central and regional level. In the first phase these staff benefitted from a theoretical training on C4D and were requested to go back to their duty stations to develop in a participatory manner, a communication plan, which was then validated by peers in another training session organized by UNICEF.

UNICEF Morocco, in the framework of the decentralization process, conducted 8 training workshops for the technical staff and the elected representatives of 106 municipalities in the Region of "Oriental" on the topic of partnership & fundraising for the implementation of the Development Communal Plans.

In addition, UNICEF Morocco used some of its strategic partnerships (such as the one with Association Marocaine d’Evaluation) to train key stakeholders such as parliamentarians on evaluation.

UNICEF Morocco's strength relying on its staff, important efforts were put on staff capacity development. 16 training sessions took place, of which 11 were abroad, on technical (Social policy, Communication for Development, Educational reforms, Monitoring for Results, Programme Planning Process), operational (new financial system, supply and contract management) and managerial (Manager programme, team building) issues. Whenever possible, a partner was associated.

### Communication for Development

**Mostly met benchmarks**

In 2012 a strategic capacity development plan was developed at the beginning of the year with partners and carried out during the year by staff with reinforced capacity (Ohio training).

Three specific strategic C4D capacity reinforcement actions were conduct and benefited the:
- UN Communication group
- Ministry of Education communication officers in all 16 regional education academies
- Partners involved in the Safe Cities project in Marrakech (partners from local municipalities, Ministries of health, education, youth...)

With the ministry of Education, with whom the experience of MoRES is currently implemented, a new approach of C4D training/action was conducted. Communication focal points from all 16 regional education academies (local representation of the ministry) and from central directions attended the training that was conducted in 3 parts:
- 5 days training for Initiation to C4D
- 2 months to prepare a C4D project with their respective regional teams
- 2 days dedicated to peer review and validation of the project with the central communication Direction. The latest also elaborated its own C4D intervention for 2013.

Participants in these sessions started the duplication of the training at the local level to reach directly local actors in the education sector. This action is considered as success story because it allows the cooperation program to insure conditions of the sustainability of the C4D interventions in the education sector and at all levels, national, regional and local.

A follow up action and technical advice will continue for the Education sector to insure the implementation of the projects in 2013 as part of the MoE strategic plan 2012 – 2016.

In addition to that, direct interventions were developed by different programs such as:
- Support given to the national week of Exclusive Breastfeeding with the involvement of Hanane El Fadili, UNICEF national GWA
- Education: training and coaching of partners of non-formal Education and pre-school departments for the development of a C4D strategy related to education’s right of vulnerable children and adolescents
- Local development: development of the C4D strategic framework of the Safe Cities for All project in Marrakech and reinforcement of their capacities. Publication in 3 languages (French, English, Arabic) shall support local training efforts in the issue of Child-Friendly Municipality Development
- Supervision of the realization and production of the film on abandoned babies and the Rap/hip hop Video clip "We want our rights" written and performed by vulnerable adolescents. Next step, a plan of mobilization to conduct a social mobilization.

Other options such as using Youth volunteer and associations (either through the initiative developed by the ministry of youth and sport on volunteering or through the "Campus initiative" which started in 2012) shall be explored in 2013.
Service Delivery

Mostly met benchmarks

Morocco being a Middle Income Country, the service delivery component remains relatively limited, with three important exceptions:

- Support to government's use of Supply Division to procure vaccines. Vaccines for an amount of USD 14,175,477 were purchased this year. A special effort was made by the office to support the government unplanned request of 819,450 vaccines.
- Local Development: while some community based initiatives (such are "Dar Oumouma, temporary accommodation places for pregnant women coming from isolated areas enabling safe delivery and recovery) are progressively phased out to be given to local and national authorities, others are being piloted, especially in areas were government engagement is being reduced or reviewed. This has especially been the case in 2012 for the areas of Early Childhood development and Protection. In ECD, more than 200,000 USD worth of supplies were ordered to support local municipalities in setting up quality ECD centers, along an equity approach. Similarly, protection at municipal level initiatives are being experimented under the "converging approach" advocated for by the UNICEF Morocco office, in the Region of "Oriental" and the city of Marrakech, where UNICEF Morocco is, together with UN WOMEN and UN HABITAT and in parallel to ten other megalopolis worldwide experimenting a "safe cities for all" approach
- Special tripartite approach for ICT initiation for disadvantaged youth is probably UNICEF Morocco most direct approach towards service delivery. A project subsidized by the private company "DELL", in partnership with the US fund for UNICEF is jointly managed by DELL, UNICEF Morocco and the Ministry of Youth and Sport. Targeting 25 "Youth Houses" and aiming at training 8,000 Youth, the project, because of its sheer scale, requires UNICEF's service support, in terms of contractual facilitation (with trainers, monitors, suppliers), monitoring, capacitation, communication, and advocacy. This project, which started in 2009, is now in an entirely new phase with peer-to-peer training and requires a full time NOB staff to ensure all problem solving, advocacy and documentation. At this stage, only private sector support can ensure a sustainability of the approach despite the fact that no specific format exists for direct private partner's involvement in project management (in addition to funding)
- Most other local procurement for direct service delivery included printing of manuals and leaflets.

Strategic Partnerships

Fully met benchmarks

With advocacy, partnership is the second main focus for the realization of an efficient equity approach in Morocco:

- Partnerships have been deepened with the Ministry of Education, where UNICEF appears as the key UN partner. Traditional partnerships with the ministry of Health has been reoriented towards specific focus areas (first of which equity) while partnerships with Ministry of youth and Sport, Justice, Interior, Social Development Planning, Foreign Affairs, remain highly positive. New and promising partnerships have been signed with the ministry of Governance and General Affairs, in charge, inter alia, of management of general subsidies and Inter-ministerial Delegation for Human Rights, which coordinates action on Human rights responses. Partnership with the Parliament has been upgraded, with UNICEF Morocco having been given an "observatory seat" in the "Chambre des Conseillers"
- A Moroccan specificity lies in "para-governmental" entities, such as the National Observatory for Children’s rights, an irreplaceable partner for high level advocacy, as well as National Observatory for Human Development, which reinforced its legitimacy and technical leadership in monitoring impact of development initiatives (panel survey, local development indicator) as well as concluding strategic international partnerships (with Mexico or China). The National Council of Human rights has been supported in its efforts to set up a "constitutional council for children and families". "Entraide Nationale", a key actor to reach remote areas is active in ECD and Protection.
- Partnerships with NGOs have been further developed to guarantee that some networks are progressively put into place, especially in the area of Child protection where central efforts may still not reach the most vulnerable. The Child Protection experience with networks and development of capacity at local level is being replicated in Education for the sectors of Non-Formal Education and Early Child Development. The
specific partnership with the "Association Marocaine d’Evaluation" is probably one of the most successful one, with a ratio input/results largely exceeding the Moroccan borders. A new partnership was signed with Handicap International to assess education and protection of children with special needs.

- Universities are still being brought on board, either directly through experiences such as "youth media" (experimented in Mohammedia University) or indirectly through University Clubs, an initiative based on the US/UK/French National committees "Campus Initiative", implemented in Morocco in partnership with the "Carrefour Associatif" NGO, in 2 universities (Rabat and Casablanca).
- Private sector partnership is still focused on our partnership with DELL (419,308USD), for an ICT training initiative for vulnerable youth in cities. Sheraton also regularly contributes to HIV programmes by some small scale funds, while CDG company subsidized a Dar Oumouma.
- UNICEF is a strong proponent of the "Delivering-as-One" approach, having more than 5 ongoing joint programmes with sister UN Agencies, and being a leader in the coordination of UN response in education, youth, communication, inter-agency contingency planning.
- Partnership with IFIs has been initiated, with joint efforts and information sharing with the World Bank (in the sector of Youth, Education, Social Policy, Risk Management), African Development Bank, Islamic Development Bank.

**Knowledge Management**

*Mostly met benchmarks*

The UNICEF approach towards advocacy for equity had some strong consequences on KM related projects and activities in Morocco in 2012:

- A SITAN is being launched, after extensive consultations with more than 11 partners. This SITAN shall use the MORES approach to document the cross-sectoral ways the different bottlenecks are impacting on the realization of children’s rights. This SITAN is being launched after a first year of country programme implementation to benefit from several recent surveys released by partners (L’Enquête Niveau de Vie des Ménages, l’Enquête Démographique à Passages Répétés (EDPR 2009-2010), l’Enquête Nationale sur les Jeunes (ENJ 2012), l’enquête permanente sur l’emploi 2011, Enquête Nationale sur la Population et la Santé Familiale (ENPSF 2011), L’Etude sur l’Exclusion Scolaire au Maroc (EES 2012) de l’Instance Nationale de l’Evaluation du MEN), Economic and Social Council orientations.
- MORES is being launched in the area of education, to identify at local level, through an extensive consultation of all stakeholders at school level, the barriers impacting on access, retention and quality of education
- Equity documentation took place in Health, through a Health Equity study presented to all partners of the Ministry of Health and is currently finalized using the most recent Health Data published in 2012.
- Data collection and compilation is also pursued in the programmes of education (information system at local health facilities on violence and mistreatment) and in decentralized areas (the Systeme d’Information Communale usage and upgrading being pursued despite death of main project manager (external)).
- Partner’s exchange to ensure that knowledge of best practices taking place in other countries and continent took place in the sector of education (Amman), social policy (Mexico, China, Thailand), local development (Kenya, Spain), while UNICEF provided compiled benchmarking in the area of Youth Strategy, Sports for Development, Social Responsibility at University level, Subsidy reform, Community schools, De-institutionalization.
- In office governance, use of an "exit interview" to maintain knowledge when a senior staff departs has been systematized in programme section, while efforts are still ongoing in better follow-up of lessons and actions to take from field visits as well as rationalization of massive and sometimes duplicated amount of knowledge stored on IT drives.

**Human Rights Based Approach to Cooperation**

*Mostly met benchmarks*

HRBA remains a key element in UNICEF programming and capacity building efforts with government and civil
society partners. The focus on equity, stemming from a human rights vision, was widely, adopted by the country office as a priority to sharpen the rights of the most vulnerable children and women. Considerable efforts were made to pilot the approach in education programme, to develop the capacity of staff to mainstream equity in different programmes and to sensitize partners, including the UN agencies to integrate the MoRES as a tool for regular monitoring and reporting on the equity focus in UNDAF work plan. The HRBA and equity approaches will be integrated into the ongoing SITAN.

Concrete programmatic opportunities were used to develop the capacity of national counterparts and staff in HRBA and equity, including but not limited to the following initiatives:

“Safe cities for all initiative” in Marrakech. A UNICEF, UN-HABITAT and UN Women joint programme that aims at better addressing protection of women and children in their local neighborhoods, while improving their quality of life. As part of the implementation of the initiative, a capacity development programme was designed and implemented by UNICEF to present the international human rights instruments, particularly the universal charter of human rights, CRC and CEDAW, to the local counterparts. The training will be followed, shortly, by an in-depth training on programming based on HRBA and equity and more targeted technical support to local municipalities, to develop local actions that increase safety among women, youth and children, prevent and reduce violence, including sexual harassment and violence against women and girls in public spaces.

“Child and youth-friendly communes” initiative. The programme supports the local governments / communes in the region of Oriental to strengthen their capacities to plan actions in health, education, protection and participation. As a part of the ongoing technical support, UNICEF organized a series of training for different social actors and decision-makers at municipal level on HRBA in programming. The objective of the training was to equip the local decision-makers with adequate skills to analyze and propose responses to children rights.

A PPP training workshop held in Morocco in September offered the opportunity to all UNICEF staff and two colleagues from UNICEF-Djibouti to be equipped to use the HRBA and equity in the programming process.

---

**Gender Equality**

*Mostly met benchmarks*

The newly adopted constitution represents a promising framework for gender equality: it institutionalizes for the first time gender parity and recommends the establishment of the Authority for Equality and the fight against all forms of gender-based discrimination as a specialized entity in charge of monitoring of gender equality in all aspect of public policies. However, the fact that the new government only includes one woman is considered by NGOs and activists as a proof that concrete application of these norms is required.

Gender mainstreaming in programming is considered a transversal characteristic of the country programme.

The Programme of Local Development supported 106 urban and rural municipalities, in the region of “Oriental” to develop and implement communal development plans, based on a participatory, human rights and gender based approaches. 500 officers and local representatives were trained on gender mainstreaming in the process of elaborating municipal development plan and establishing local committees on gender parity and equal opportunities (“Commission de la Parité et de l’Egalité des Chances”). A “referential Manuel “was developed and used as a training tool to facilitate 9 awareness raising workshops that targeted nearly 550 local decision makers, social actors including civil society representatives. A pilot programme to reduce violence against girls and women in Marrakech (part of the worldwide initiative “safe cities for all” has been launched with UN Women and UN Habitat.

In Education Programme, gender equity was addressed through the support of the ministry of education to
elaborate a road map to integrate the dimension of gender equity in curricula and school books, and to adopt equity approach to address bottlenecks regarding education access and retention of girls and adolescents in rural areas.

The Programme of Child Survival and Development supported the ministry of Health to conduct a data analysis, based on the national population health survey, using the equity approach, which lead to identify and analyze the dipartites between boys and girls in terms of access to medical care, morbidity and mortality. Validation of the Report is ongoing.

Following the suicide of an adolescent girl who was forced to marry her rapist, the Child Protection Programme conducted – in parallel to extensive denunciative communication on the issue - a consultation that recommended the revision of discriminatory measures in the Family Code and Penal Code in light of the provision of the CRC, the CEDAW as well as values of Islamic Jurisprudence. The report was widely disseminated to the parliament and ministry of justice, to impact on the process of law amendment. The Programme pursued also its support to reinforce access of children and women victims of violence – including single mothers, often victims of discrimination - to health and justice services through different capacity development opportunities.

UNICEF within the UN Thematic Group on Gender participated in the joint programme on eradication of gender-based violence and empowerment of women and girls. The last year of implementation put emphasis on the evaluation and modeling of the experience for replication purposes notably at subnational level.

### Environmental Sustainability

**Mostly met benchmarks**

Morocco being one of the most at risk countries for desertification or growing aridity of its territory, UNICEF cannot disregard the aspect of environmental sustainability, both because of the increased health risks posed by climate change (ARI, diarrheas), and by the occupational consequences on children (more time spent on wood gathering, pasturing, access to water...)

Environmental issues (from drought to flooding) are fully part of the Early Warning system. In 2012, three key steps were taken to reinforce the component:

- Local planning for climate mitigation. Through efforts at communal level, support was given to 106 municipalities to prepare local development plan including the potential impact of climate change and preparing related climate mitigation measures. This approach was then used to prepare a cross-sectoral proposal on building local alliances for climate mitigation, submitted to the Dutch National Committee. This approach shall not only reinforce young people and children capacity to face and respond to climate change, but also use this theamatics as a tool to reinforce their role and participation in their community.

- WASH in school is a component that UNICEF Morocco has been looking at for several years without being able to implement it because of lack of funds. The new MORES approach gives a new legitimacy to the subject, since absence of proper WASH in school is a barrier to school retention, especially for girls. With the support of UNICEF regional office, a mapping of actors, bottlenecks and perception was conducted, to be included in the MORES approach currently done by the Ministry of Education.

- In addition, support to Disaster Risk Reduction in schools is being pursued, thanks to the support of the Swiss Government. This approach, which mostly consists of capacity development and documentation of best practices for teachers and school directors is based on lessons learned during the Al Hoceima earthquake (2005). It is worth noting that UNICEF support in the region left such a good impression that when the catastrophe of Fukushima happened, local schools, remembering UNICEF Japan National Committee to the emergency response, spontaneously prepared a communication support campaign to express their gratitude and sympathy (Tegami project :8000 postcards sent).

- Partnerships are being built with local NGOs (such as Association des Educateurs en Sciences et Vie de la Terre - AESVT) to share messages towards children on environment and climate change risks.
South-South and Triangular Cooperation

UNICEF Morocco aims at using the fact that Morocco lies on a strategic position across three continents (Middle East, Europe, Africa) to advocate for and support concrete South-South cooperation and 2012 demonstrated a qualitative increase:

- The main South-South development in 2012 was the official partnership between CONEVAL and ONDH (Morocco) facilitated by UNICEF MENA, Mexico and Morocco. This partnership, initiated after a first visit of a delegation of Morocco to Mexico, aims at reinforcing capacities of Moroccan experts, especially in the areas of measuring the poverty of children and the impact of public policies on the most vulnerable ones. This exchange was documented and served as a good practice during the Beijing symposium on social policy in November 2012.
- The international conference on measuring vulnerability of children and designing equitable social policy was also an opportunity to reinforce South-South expertise. During this conference, 100 delegates from 19 countries presented their experience and remained in touch, especially with Mexico, Egypt, Iraq and Tunisia delegates, who can share similar difficulties and approaches.
- The third South-South traditional axis of action for UNICEF Morocco takes place through its partnership with the "Association Marocaine d'Evaluation", which participated in exchanges with Lebanon and Thailand, where it had the opportunity to present the specificity of the Moroccan approach but also learned (especially in Thailand, where for example significant progress has been made in universal coverage despite national income in the same range as Morocco).
- Monitoring for Equitable Results approach was an opportunity for UNICEF Morocco to share its experience with other country offices. Having been one of the very few offices choosing MORES to be implemented in the area of education and being the only MENA country present at the Nairobi conference on MORES (august 2012), Morocco had the opportunity to share lessons learned, constraints and understanding on the potential scope of the approach with countries in the region (Lebanon), but also outside (Macedonia, Senegal...)
- Specific thematic issues such as Child-Friendly Cities and Safe cities also led to various exchanges, from Senegal to Zimbabwe, while other thematic (reform of generalized subsidies) were more difficult to share (contacts have been taken with countries as varied as India, Ghana, Burkina Faso, Egypt).

More "UNICEF specific" exchanges have taken place with Lebanon, Djibouti, Tunisia, Oman, on staff training, staff exchange, official visits or programmatic guidance, while office experience on new tools such as Yammer enable benefiting from south-south exchanges at various levels (from Vision related issues to strategic post-2015 discussions).
<table>
<thead>
<tr>
<th>Narrative Analysis by Programme Component Results and Intermediate Results</th>
<th>Morocco – 2910</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PC 1 - Child Survival</strong></td>
<td></td>
</tr>
</tbody>
</table>

**On-track**

**PCR 2910/A0/04/101** Vulnerable populations have a better access to quality maternal, neonatal, postnatal and nutritional care, and the principle of equity is reinforced in health programs and policies

**Progress:**

With regards to access of vulnerable populations to health care, an analysis of data from the Survey of Population and Family Health in 2011 showing persistence of high health inequities based on social determinants such as the level of wealth, place of residence and region, among others was conducted and widely shared. The results have enabled solid advocacy with the highest health officials to ensure that the principle of equity should be integrated into programs and health policy. Based on this analysis, the main intervention is underway to monitor systematically disaggregated indicators to identify and implement necessary adjustments to current policies, but also to introduce effective innovations for the most vulnerable. The prerequisite for this action is the capacity development of health officials in the two regions Souss Massa Daraa (SMD) and Marrakech Tensift Al Haouz (MTH) where the approach in question will be tested in 2013.

Regarding the quality of care, the following results were obtained: i) the adoption by the Ministry of Health of a grid on quality of maternal and child care. This grid, designed at the end of the 2007-2011 cycle, will serve as a tool for assessing the quality of care for mothers and children and the problems identified are subject to analysis and concerted action in committees local management using a participatory approach ii) the extension of the strategy of newborn care to the region of Marrakech-Tensift-Al Haouz. This approach on reducing neonatal mortality developed in the framework of cooperation with UNICEF is being generalized to the whole country since the Minister launched in September 2012, Action Plan 2012-2016 on accelerating the reduction of maternal and neonatal mortality. iii) the integration of protection against HIV/AIDS of children and adolescents in a precarious situation in the 2012-2016 regional action plans to fight against AIDS.

According to a recent anthropometric study by the Department of Planning in Morocco, the indices of nutritional status of children show that Morocco is ranked among the developing countries that have achieved the best performance. In 2012, the support of UNICEF focused on the organization, in November, of a national campaign on the promotion of breastfeeding and the development of the Action Plans in two regions and SMD MTH, involving for the first time the government sectors and civil society.

- Selon une étude anthropométrique récente du département du Plan au Maroc, les indices de la situation nutritionnelle des enfants montrent que le Maroc est placé parmi les pays en développement qui ont réalisé les meilleures performances. En 2012, l’appui de l’UNICEF a porté sur l’organisation, en novembre, d’une campagne nationale sur la promotion de l’allaitement maternel et sur l’élaboration de Plan d’Actions dans les 2 régions de SMD et MTH en impliquant pour la première fois les secteurs gouvernementaux concernés et la société civile.

**Constrained**

**IR 2910/A0/04/101/001** In 2 regions children under 5 suffering from malnutrition have access to advice and quality nutritional care.

**Progress:** In Nutrition, regional plans are being prepared, after two regional workshops that took place in a participative format at field level, including all key practitioners from all levels. Actions plans are being finalized with UNICEF support and shall be launched in 2013 as shall the follow-up of action plans.

Advocacy continues and indicators demonstrate progress. However, the implementation of the national Strategic Plan can only be adapted to local situation.

A new partnership is being set up with WFP on school feeding, but at this stage, it is expected to have more impact on retention status in school than nutritional status.
However, campaigns are being pursued, such as the Breastfeeding campaign that took place in November 2012, including the UNICEF good will Ambassador. A partnership was prepared by a local partner “Centrale Laitiere”, which could not be endorsed by HQ. However, advocacy is directed at this partner so they can autonomously implement similar activities.

**On-track**

**IR 2910/A0/04/101/002 In 2 regions (Souss-Massa-Draa & Guelmim-Smara), newborns are cared for in health services according to standards established in the national strategy for neonatology**

**Progress:** The National strategy on the reduction of neonatal mortality has been launched but – as with most strategies pertaining to equity, shall be based on local characteristics of each region. In the two pilot regions of Souss Massa Draa and Marrakech Tensift Al Haouz, the action plan is also being finalized. The process took time in order to include representatives from each level of the health system, and focus on both systems and units as well as prevention and curative care.

This approach, especially after the recent reform including the MORES identification of bottlenecks and barriers is progressively being extended to the national level. As importantly, efforts are being put in widening the basis for this activity, with NGOs being involved to relay important messages to local populations, whether right holders or duty bearers.

Morocco has signed “the renewed promise” for YCSD care, after strong advocacy from UNICEF, and it shall therefore be considered that effort will be maintained on the realization of this IR for the coming years, especially considering that renewed presence from WHO increases potentiality for joint programming on the sector.

**On-track**

**IR 2910/A0/04/101/003 Equitable access to health care for mothers and children**

**Progress:** Equity in Health has becoming a leading thematic in Health, in a relatively short time, although it shall be further reinforced at sub-national level. An innovative health equity analysis based on the most recent available data (ENFP 2011) has been conducted and shared widely, demonstrating for the first time not only disparities based on geographic inequalities (rural/urban) but more importantly criteria such as income (lowest and highest quintile) and gender.

This has led to effective advocacy with highest levels (Minister’s own priority being equity) and has set up the basis for the development of a monitoring tool for equity in Health, which will also include the principles of Monitoring Results for Equity (MORES). Within the UNDAF approach, the MORES process has been adopted for situation analysis.

Data collection in the 2 pilot regions to document a baseline on the variance between urban and rural children indicators in health and nutrition is ongoing but has been delayed given priorities

In addition, an analysis is being done on the offer component of the system, and specific request by the ministry in asking support to assess the equity component of the new Health Insurance system (RAMED) will provide a key priority for 2013

**On-track**

**IR 2910/A0/04/101/004 Strategies and policies on preventing HIV/AIDS among children, adolescents and young people, especially the most vulnerable, integrated in regional plans of 2 regions SMD & MTH**

**Progress:** With UNICEF support and within the UNDAF priorities, a specific strategy on protection against HIV infection of children and adolescents in a precarious situation is integrated into regional plans in the fight against AIDS. It is an innovative approach in the fight against AIDS in Morocco, since this is the first time that the country will adopt such a strategy. It will help place children and adolescents and their families at the heart of the issue of prevention and protection against HIV, a major challenge in helping to reduce the risk of infection in this population.
The guiding principles of the strategy put forward several key elements for the implementation of strategic directions. It is the issues of the promotion of Child Rights and gender; mobilization of children and adolescents as well as their families and community and institutional actors in favor of a positive environment in terms of policies and social and cultural practices, and finally building a framework for effective collaboration and coordination which takes into account the specific needs of this population, as well as the realities of the risks of exposure to HIV at the national and regional levels.

In Morocco, PMTCT represents a high priority-level. Morocco is also among the countries that signed the Political Declaration on HIV at the United Nations General Assembly in June 2011. In 2012, UNICEF supported the development of a strategy for elimination of HIV transmission from mother to child. Its implementation began in 2012 and aims for 2016:
1: New HIV infections in children are reduced by 80% in 2016.
2: The maternal mortality related to HIV is reduced by 60% in 2016.

**PC 2 - Basic education and adolescent development**

- **On-track**

**PCR 2910/A0/04/201 Access and retention to an equitable quality basic education are improved, especially in favor of disadvantaged children and adolescents.**

**Progress:**

2012 has been a transition year with the end of Ministry’s “Emergency Programme 2009-2012”, leading to a new action plan (2013-16), currently being finalized. The focus of policies, strategies and speech (Non Formal Education, primary school, school) shall be quality, especially at school level. Equity issues are also integrated in accordance with royal policy.

While access indicators increase (98% enrolment for 6-11 year old), equity issues - including for inclusive education - remain, as do still high level of drop-outs. Gender issues have been quasi solved at primary level but re-appear at secondary level. Preschool offer and enrolment in the public system remains comparatively lower, deserving attention and support. The adaptation of school curricula to the job market is also surfacing (report on Youth Unemployment by the Economic and Social Council)

In this mutable context, UNICEF’s cooperation with the Education sector has seen important progress in 2012, mostly thanks to the Education-focused MORES approach, a pilot in the region, which has reinforced UNICEF’s technical legitimacy, and has resulted in increasing UNICEF’s role in the area of community-school evaluation, Education for All forums, which shall be organized in 2013 at regional levels, planning training support. Focus on school and its environment at local level are mobilizing more actors, and shall enable identification of bottlenecks and the actual implementation of policies for improving the results and better monitoring of pupil achievement.

In addition the beginning of the cycle has led to increased knowledge on technical issues such as inclusive education and support for children with special needs, literacy needs of young people, the reasons for abandonment.

While capacity building, multiple pedagogical approaches and curriculum development are key priorities, advocacy shall remain on early childhood development, non-formal education, orientation issues and technical and financial partners’ coordination (UNICEF co-presided UNDAF Outcome Group on education advocates for increased formal coordination with bilaterals and World Bank). Partnership with the Ministry of Education remain the major cooperation focus, but is being complemented with efforts towards the NGO sector coordination (especially in ECD and NFE) and invitation of partners at local level (including municipalities) to participate.

On Youth, UNICEF Morocco pursues its three-pronged approach: reaching youth through regular programmes (Education, Health, Protection...), supporting Ministry of Youth’s integrated strategy and supporting youth-oriented programmes, in the fields of capacitation (IT training), and participation (campus project, training of youth parties, municipal councils)
Progress:

The programme plays a key role in research and advocacy in understanding the situation and developing strategies for equitable access. The studies achieved and/or under implementation, serve as evidence to use in advocacy and planning of future actions based on identified bottlenecks of equitable access.

- New strategic partnership with Entraide Nationale, which is a public institution offering early childhood education services targeting the most vulnerable households. Diagnosis of their ECD services, in particular the function et the quality of pre-school classes, is launched.
- With Handicap International, a participative analysis of the situation of the education inclusive focusing on the children with disabilities is started in one pilot region.
- Global Initiative for Out-of-School Children (OOSC) is at the end of study phase. The draft report currently under validation has been already influencing the national debate on the future orientation of the sector. The OOSC study is also applied to enrich two national surveys: ONDH panel survey and out-of-school children identification system supported by European Union.
- Evaluation and re definition of ‘community school’ which is an alternative model to facilitate the access of children in remote area and/or nomad community.
- Advocacy strategy for the promotion of pre-schooling was supported by UNICEF. Meanwhile, MoE has introduced a significant change regarding the measure to improve offer of pre-schools in marginalized rural area (cancelling of pre-school classes integrated within public primary schools).

Progress:

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

While some reforms are taking place at ministry level on priorities for 2013-2016 in the area of pedagogy (pedagogy of integration being reviewed) the UNICEF Programme of Cooperation has focused on the most critical lack in curriculum that hinders the quality of education and developed the methodological process of i) preschool curriculum and ii) pedagogical programmes to support the integration of children with special needs.

Complementary to international and national learning assessments, the programme has been contributing the school level regular learning monitoring. The experimentation of this model, integrated within MoRES initiative is an innovative approach to identify the difficulty of children in learning and help teachers to provide punctual support before children become at risk of repetition and drop-out.

The programme has also achieved the further monitoring of Ministry of Education’s different measures to prevent school drop-out, conducted by ministry’s staff whose monitoring capacity was reinforced through the programme. The report of this monitoring is used by donors as an indicator of funding decision.

Morocco has developed the conceptual and methodological framework of the school level application of MoRES. Significant achievement in relatively limited time (6 months) was registered in terms of mobilization of key decision-makers, multi sectorial coordination for monitoring of equity in education, development and field test of tools, and initial dialogue for the institutionalization of MoRES at system level. The initiative demonstrated a case of implication of local actors in the development of MoRES adapted to their context and the applicability of MoRES concept at the very decentralized level.

Linked to MoRES, and in particular in order to reinforce the actions responding to identified bottlenecks, the programme has been contributing to the capacity building of education planners,
including initiation to MoRES for 200 education planners is prepared for its implementation in early 2013.

- In the context of regionalization, Morocco with UNICEF’s support has been experimentation a forum regional of Education for All. Besides the national monitoring, this regional initiative is promoting the decentralized level partnership and monitoring of EFA indicators at the regional level. This will facilitate the region to develop policies and plans adapted specifically to the regional situation and barriers.

**On-track**

**IR 2910/A0/04/201/004** Mechanisms for participation and development of competencies of adolescents (10-19 years) are developed at the local level and shared at the national level for institutionalization

**Progress:** UNICEF Morocco approaches youth through a three-pronged approach, including:

- Reaching them through regular sectorial programmes. In Education, Morocco’s non formal system provides direct support to the most vulnerable out-of-school adolescents (9-15 years old). The system is reinforced through programme’s contribution in communication and advocacy plan. In the formal system “personal projects” of adolescents are being developed. Health (HIV and nutrition components), Local Development (Youth Councils, Child-Friendly cities, Safe cities for all, Communal development plans), Social Policy (reform of subsidies) and Child Protection (institutionalized youth, youth in contact with the law, marriage of minors, adolescent single mothers..) programmes also impact on adolescents

- Support to the National Integrated Strategy of Youth. A transversal effort coordinated through our advocacy section, aiming at providing a road map for all ministries on their youth-related actions. This Strategy, launched in 2009, was reviewed through a consultation of 27,000 youth, and now benefits from World Bank Support and shall be formally launched in 2013

- Direct programming towards youth, which include the DELL-supported AENTI – “accès équitable aux nouvelles technologies” - (now “Acces des Jeunes a l’Informatique”) project aiming at training 8500 youth in IT, with a new Youth-to-Youth model coordinated by UNICEF, the “Social responsibility in Universities” project, with “Etudiants et Developpement” aiming at reinforcing Student NGOs for better participation and action, the training of young journalists and young members of political parties and the development of a dynamic social media. UNICEF presides the Joint Thematic Group on Education and has chosen to open it to all actors working in the sector, providing a necessary forum where bilaterals, multilaterals and key NGOs can exchange.

**PC 3 - Child protection**

**Constrained**

**PCR 2910/A0/04/301** Vulnerable children, especially those deprived of their family or community environment are better protected against all forms of violence, abuse and exploitation and their vulnerability is reduced

**Progress:**

Although child protection is an area where further improvement is required, the programme continues to enhance mechanisms of protection at local and community levels and to confirm the importance of the involvement of line ministries at the operational and strategic levels, to ensure alignment of their interventions with national priorities and international norms.

Greater focus has been done on the protection of children deprived from community and family environment, actions included:

Launch of a national study with “Entraide Nationale” on the structural causes for child separation from their primary caregiver to provide knowledge and evidence on causes and corrective programme to address the bottlenecks, notably appropriate alternatives to the institutionalization of children through actions strengthening the protective role of family and community.

Implementation of key principles of juvenile justice, through capacity-building programmes, with the ministry of justice and the ministry of youth and sports to enhance the capacity of professionals working with children
in contact with the law, in terms of communication with children, family mediation and conflict resolution, measures of diversion and alternatives to detention.

In addition, the programme worked to enhance the engagement and networking among the civil society organizations to protect the right of children for family protection. A coordination mechanism of among associations working in the field of abandoned children, Kafala and single mothers has been established to:

(i) reinforce, coordinate and gather efforts of member associations in sensitization and advocacy; (ii) create a place for meeting, exchanging ideas, lessons learnt and best practices; (iii) enhance the capacity of NGOs; (iv) provide knowledge management; and (v) mobilize resources.

The programme invested, in reinforcing the role of the national committee of child protection, as a mechanism for inter-sectorial and thematic coordination: participation in programming and monitoring programmes and initiatives; in open debate and reflection on child protection. UNICEF also worked to enhance the participation of NGOs in this platform and ensure representation of human rights bodies (National Human Rights Council and the Inter-ministerial Delegation of Human Rights).

The Programme is pursuing it support to ministry of Solidarity, Women, Family and Social Development, in developing an integrated policy for child protection, with the purpose to establish a clear and shared vision between the various stakeholders; define roles and responsibilities; institutionalize the coordination, notably within local governance mechanisms; normalizing essential protection services delivery and human resources development; and advocate for adequate resources allocation.

**IR 2910/A0/04/301/001 Child Protection systems especially at local and regional levels are reinforced by structural and inter-sectoral policy interventions**

**Progress:** Keys components of child protection environment were addressed through:

Improving the coordination between different sectors and stakeholders and revitalization of the National Committee for Child Protection. UNICEF also worked to enhance the participation of NGOs and human rights bodies (National Human Rights Council, Inter-ministerial Delegation of Human Rights) in this platform. Engaging government to harmonize legislation with the CRC. Advocacy for the amendment of the Family Code (articles 20-21 and 22) to eradicate child marriage and for the abrogation of article 475 of the Penal Code to reinforce the juridical protection of child victim of rape was done and targeted in the Ministry of Justice and the Parliament.

Providing technical support to the Ministry of Solidarity, Women, Family and Social Development, to elaborate an integrated policy for child protection, with the support of the UNICEF Regional Office. Terms of reference based on bottleneck analysis shall lead to the preparation of the second phase of the National Plan of Action for Children.

Building a model of municipal child protection system. A pilot exercise on mapping of child protection system in the city of Marrakech was launched (to be replicated in the region of “Oriental”, thus proposing a model of municipal system for child protection).

Normalizing essential protection services – Delivery and human resources development. To target children in conflict with the law, capacity of professionals of the Ministry of Justice and Ministry of Youth and Sports on social mediation and conflict management were enhanced to promote alternatives to detention (court’s social workers and clerks, central committee of the Ministry of Youth and Sports, Social workers and the delegation of probation issues).

Besides, the programme supported the Ministry of Health to implement a system of information on violence against children, set up in four pilot regions before being generalized.

**IR 2910/A0/04/301/002 Risks threatening children, especially the most vulnerable to abuse, violence, exploitation are mitigated by strengthening the protective role of families and the local community**

**Progress:** In collaboration with l’Entraide Nationale, the programme launched a study on the structural causes for child separation from their primary caregiver and institutionalization. It is expected that the study generates sufficient knowledge and evidence based on causes and corrective programme to address the bottlenecks; notably appropriate alternatives to the institutionalization of children through actions that strengthen the protective role of family and local community.
The child protection programme in collaboration with leading non-governmental organizations has launched the initiative of creating a mechanism of coordination among associations working in the field of abandoned children and single mothers. This mechanism of coordination aims to: (i) reinforce, coordinate and gather all efforts of all member associations in sensitization and advocacy at national and international level for the rights of vulnerable children and their single mothers, (ii) create a place for meeting, exchanging ideas and sharing lessons learnt and best practices among members; (iii) provide trainings in order to enhance the competency and capacity of the personnel; (iv) provide knowledge management; and (v) mobilize resources. The process of the establishment of this platform of coordination includes several workshops to conceptualize the initiative, which includes: elaboration of a Charter of values, principals and governance; a list of terminology for external and internal communication of the platform; and the Terms of reference for the process of strategic planning.

Results achieved so far including the engagement of around 15 local, national and international associations and organizations of three thematic groups concerning respectively children deprived of parental care, children born out of wedlock and their single mothers, and children adopted in the framework of “Kafala” and their “Kafil” parents.

### PC 4 - Local development and child and youth rights

**On-track**

**PCR 2910/A0/04/401** Rights of children and youth (girls and boys) and women are integrated in the local governing system and programme responses aiming at reducing access; inequalities to these rights are realized under a converging framework of public policies at local level.

**Progress:** Due to the local capacity building provided by the local development and the rights of children and youth program, 110 urban and rural municipalities now have a Municipal development plan (PCD), 98% of which are already approved by elected councils.

These Municipal plans were developed through a participatory process, integrating the gender dimension. The diagnostic phase that preceded the formulation of these plans, allowed the municipalities to collect and analyze data related to children, youth and women situation, to identify the associated challenges and issues and provide programmatic responses to address them within the framework of PCD.

The process of funds mobilization and partnerships construction in order to implement projects included in the PCD, especially for children and youth, is already engaged by municipalities, thanks to the capacities and skills developed during the training cycle in cooperation and partnerships mobilization which benefited, in 2012, to municipal technical staff and elected officials of the targeted municipalities.

Convergence demonstration projects in education (preschool, water and sanitation in schools, etc...), Health (Waiting house for pregnant women: Dar Al Oumouma), protection (cell protection units against violence in schools), youth employment and leisure activities are being implemented with the support of the program. These projects will serve as models for replication in large scale.

To sustain these results, 90% of municipalities have established "Equity and gender equality Commission (CPEC)", which is constituted by resource persons belonging to NGOs, as a mechanism of involving civil society in implementing and monitoring the PCD. These commissions are especially responsible for monitoring the implementation of projects benefiting to children, youth and women. Similarly, the five pilot municipalities involved in the “child and youth friendly municipalities” project have created child and youth municipal councils as a sustainable mechanism for participation of children and youth in local governance. These municipalities have also created local committees for coordination and convergence of public and private interventions, at the municipal territory and under the leadership of the mayor.

5 municipalities were chosen to go farther in implementation of children’s rights and are finalizing the implementation of the 9 pillars required to become child-friendly municipalities. The process has been adapted to Morocco and aims at guaranteeing that real change take place, with the monitoring and participation of a local youth council. This Moroccan experience was widely shared internationally, and some
municipalities (like Chefchaouen) are spontaneously replicating the approach.

The final aspect of this PCR has included a pilot approach towards “safe and friendly cities for all”, a global initiative jointly performed with UN Women and UN Habitat in the municipality of Marrakech, which holds the record of registered violence against women in Morocco. This approach is the logical conclusion of initiatives led in previous years, with total mobilization at municipal level for converging responses to realize children’s rights.

On-track

**IR 2910/A0/04/401/001 Territorial planning - Targeted communes (Oriental region)** 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 realization of human rights especially for the most marginalized

**Progress:**

The Support to the generalization of municipal planning in the Eastern Region continued during 2012. In this framework, 106 Municipalities received support and capacitation for the implementation of the projects listed in their development communal plans (PCD) and revitalizing and maintaining their equity and gender equality commission (CPEC). The capacity building process benefited all municipalities and covered 3 thematic: i) fundraising mobilization and partnership construction; ii) CPEC functioning; and iii) monitoring and evaluation (on going).

Local development program also continued during 2012, development of tools for the elaboration and implementation of PCD and documentation of pilot projects related to children’s rights. The main results are as follows: i) The training kit for the elaboration of PCD is supplemented by 3 new modules related to "partnership and fundraising to support the implementation of PCD", "monitoring and evaluation of PCD" and "establishment and functioning of the equity and gender equality municipal Commission (CPEC)"; ii) The roadmap for update, development and deployment of the municipal information system (SIC) at national level, including the targeted Eastern Region is finalized; ii) Kit replication of Dar Al Oumouma is reinforced by the training modules on various aspects of management and sustainability of the project.

A cluster of local expertise in municipal planning is set up at national level through capacity building of twenty local trainers identified and trained by the program, in various themes related to PCD elaboration and implementation (Data collection and analysis, participatory diagnosis, strategic planning, gender mainstreaming, HRBAP, funds mobilization, monitoring and evaluation). This cluster is active at local level (eastern region) and national level.

The challenges encountered in implementing the initiative during 2012 include Low adhesion of certain mayors to PCD process and lack of financial resources of municipalities to implement concrete actions.

On-track

**IR 2910/A0/04/401/002 Child & youth Friendly Municipalities initiative** to build on the results of community-level planning and fostering equal rights for all children and young people, especially the right to participation

**Progress:** UNICEF Morocco’s vision is that children meet public services first and foremost at municipal level, the first level to which they can also participate. Five pilot municipalities have implemented their 2012 Action Plans covering the nine pillars of “child and youth friendly municipalities initiative” (CAEJ). These plans aim at the fulfillment of the rights of children and youth in priority sectors (Preschool, Primary Education, Employment, Participation of Children and Youth including Entertainment, etc...). These actions are undertaken with the support and guidance of UNICEF. These municipalities should initiate the evaluation process for their labeling in 2013.

At the central level: the process of documentation and development of tools covering the nine pillars of the “child and youth friendly municipalities initiative”, continued during 2012, in perspective to develop a toolkit for the implementation of the initiative by future municipalities candidates to join the project.
The new elements developed are:
- The process and mechanisms of evaluating and labeling pilot municipalities, which will be finalized in early 2013;
- The methodological approach for analyzing the municipal budget to show the funds allocations for children and youth;
- The design and impression of a set of information tools related to CAEJ initiative:
  - Brochure of CAEJ in Arabic (sharing with Arab and Moroccan municipalities) and English (sharing with Anglophones municipalities and Headquarters / MENARO);
  - Rollups and streamer;
  - CRC poster and document.

The challenges encountered in implementing the initiative during 2012, include: i) CAEJ is a long-term process requiring continuous efforts by the municipalities, ii) Lack of coordination mechanisms between the different stakeholders at local level in response to the priorities of the Children and Youth, iii) Lack of human and financial resources, in some rural municipalities, to implement the nine pillars of CAEJ initiative.

**Constrained**

**IR 2910/A0/04/401/003 Increased safety, reduced violence and improved quality of life for women, youth and children in urban settings - Marrakech programme with UN Women & UN Habitat.**

**Progress:** "Safe and friendly city for all’ is a joint project prepared and launched by the headquarters of UNICEF, ONU Women and UN Habitat in 2011. During 2012, a results framework 2012-2016 for the project was designed on the basis of the preliminary joint document prepared by the three agencies headquarters, as well as on the guidelines of the project launch workshop that took place in Nairobi (May 2012). The preliminary joint project document signed by the Municipality of Marrakech, which shall become a strong catalyzer for mobilization of different services and the 3 UN agencies defines two phases for the project: i) The first phase (2012-2013) for the final preparation and design of the project, based on the results of the ongoing study (data collection, strategic analysis, final design of the project) and ii) The second phase (2014-2016) for the implementation of the project, its documentation / modeling and evaluation.

In parallel of the ongoing study listed above, enabling activities were undertaken to maintain commitment of partners at territorial level. Thus, local capacity building workshops were organized in the thematic of C4D, Children and women Human Rights, development of a common vision on the “safe and friendly city for all” project, and identification of the most insecure neighborhoods in the city.

Some local interventions were also initiated, in the theme of: i) **Protection:** aiming at the setup of a local system of protection of children, youth and women, integrating all local stakeholders and ii) **Civil society mobilization:** aiming revitalization and capacity building of “municipal commission of equity and gender equality” as a mechanism of involving civil society in implementing and monitoring the project.

The challenge encountered in 2012 is especially, the delay in starting the implementation of the project (three months) compared to what was planned.

---

**PC 5 - Social policy, monitoring and evaluation**

**On-track**

**PCR 2910/A0/04/801 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**

**Progress:**

2012 was the first year of the country programme cycle and was dedicated to prepare and promote the achievement of different results expected for current cycle 2012-2016. In fact, in 2012, three joint programs were signed:

1. With ONDH (National Observatory of Human Development), about human development and evaluation
of public policies: through support of Household Panel Survey, which affects all dimensions of human development (education, health, employment, income, etc ...), Development of information systems at the local level, international partnerships especially with CONEVAL (National Council for the social policies evaluation - Mexico);
2. With MAGG (Ministry of General affairs and Governance) about social policies coherence and evaluation, especially in social protection area, through analysis of the impact of the reform of subsidies on children and support for coherence, harmonization and evaluation of social policies to accelerate the achievement of MDGs;
3. With HCP (Haut Commissariat au Plan or Ministry of Plan), about MDGs reporting and post 2015 reflection.

Also, the ToRs of rights-based and equity-focused Situation Analysis (SitAn) are now available and validated by all partners. In addition, a new PCR with AME (Moroccan Association of Evaluation) was signed to promote culture, practice and institutionalization of evaluation.

The year 2012 was also marked by a great advocate for greater equity in favor of the most disadvantaged children, notably through the launch of the application of MoRES in the sectors of education, health and Wash. Also, Morocco as a country a pioneer in the MENA region in the area of multidimensional poverty measurement, hosted an international conference on equity, with the participation of forty experts from MENA region and other countries such as Mexico, China, USA and Thailand. The Office of Morocco (with the support of MENARO) also shared the experience of UNICEF in social protection system in the MENA region at the Ad hoc Meeting of Experts on the situation and prospects of social welfare in North Africa organized by the ECA (Economic Commission for Africa), and also at the international symposium organized by the CDG (The Fund deposits and management) in Rabat in the field of the extension of Social Protection in Morocco and worldwide in favor of Sustainable Social Cohesion and Human Development.

However, there are still constraints over the issue of budgeting for children's rights. In fact, the first analysis seem to demonstrate that allocation levels are not the main cause of the difficulties (especially in education) and that tools (budget nomenclature) do not exist for a proper monitoring at ministry of finance level.

Constrained

IR 2910/A0/04/801/001 Multidimensional approach to child poverty and other innovative targeting approaches are promoted also ensuring that budget expenditures are allocated on an equitable basis to contribute to the realization of the rights of the child

Progress:

- “Budget and expenditures are allocated on an equitable basis, to the realization of children’s rights”: This part of the IR is being abandoned because there are difficulties and constraints to its implementation
- Study on the impact of migration on the lives of children is being implemented. The final report of the study is expected before the end of the year.
- The HCP is being updated data on multidimensional poverty children.

On-track

IR 2910/A0/04/801/002 Data on the situation of the children in Morocco is gathered and analyzed and capacity for improved equity-based M&E is strengthened including through new partnerships.

Progress:

Good progress for the three targets concerning: SitAn, the MoRES and the promotion of a culture of monitoring and evaluation:
- The ToR of SitAn has been developed according to the latest guidelines, they have been validated by the RO and we sent them to the all our strategic partners (Governmental, NGOs, and international cooperation). We expect to begin realizing this SitAn in 2013;
- For the MoRES, we are currently experimenting in the education sector. We have already developed and tested tools to conduct this experiment, we also trained national partners on the use of these tools, and
we're going to run the pilot;
- To promote the culture of M & E, we have signed a cooperation framework with the AME and we organized with them the week Moroccan evaluation with the participation of prominent national and international experts. We will continue these efforts in coming years through regional forums

Constrained

**IR 2910/A0/04/801/003** An integrated protective environment for the most vulnerable children is reinforced through systemic evaluation and sharing best practices at upstream level

**Progress:**

The IR activities are progressing well but we need to mobilize funds to carry them out:
- We managed to develop a framework of cooperation (joint program) with UNDP and the MGAG (Ministry of General Affairs and Governance). This will allow us to monitor and influence national policy in terms of social protection, including the reform of the Moroccan compensation fund, which will have certainly direct impact on the lives of children. This cooperation will also enable us to contribute to national efforts related to the consistency and evaluation of public policies;
- The biggest challenge is the mobilization of funds, which is not easy in this area of social protection.

---

**PC 800 - Cross-sectoral costs**

- On-track

**PCR 2910/A0/04/601/001** Cross-cutting actions of knowledge production and management and advocacy are based on verifiable data, inducing positive behavioral change

**Progress:** In 2012, the cross sectoral areas have fully contributed to the progress of the programme. In advocacy, new developments have included, in addition to traditional media mobilization, major progresses towards the parliament, her highness Lala Meryem during an international conference on equity mobilizing 19 countries in parallel to the 14th National conference on the Child. The new Chief of Government was met by the Regional Director, and main ministerial partners, political parties, academics were also brought on board on the issues of Equity and MORES, which was reinforced at the end of 2012 by the provision of an “equity kit” to more than 200 key partners

UNICEF Morocco remains a strong supporter of innovative approaches and in 2012 went for the stream 1 of MOREs, in the specific field of Education. Pilot approaches were also adopted through the “Safe Cities” approach (in Marrakech”), Evaluation approaches, social Media. South-South cooperation (in social policy, education, advocacy, local development) was a transversal success.

Reinforced monitoring shall be seen through a revised IMEP, a strong participation to the UNDAF M&E group, staff capacity reinforcement (through M&E and PPP training), launch of MORES which has been officially adopted as a UNDAF approach and is being adapted to all studies being designed in 2012.

Cross-sectoral areas such as Gender, HRBAP, Emergency Preparedness, Convergence, development of new partnerships, One UN activities took place as planned despite potential constraints that could have arisen from a new government (different from the one who had singed the UNDAF). Fundraising efforts and budgetary monitoring enabled 100% of OR target to be reached in a challenging environment and 99% of financial resources to be used before their expiry. Transition to Vision system has been a challenging effort, but has enabled stronger cooperation between programmes officers and programme assistants

- On-track

**IR 2910/A0/04/601/001** Issues related to unrealized rights of children, boys and girls, are regularly communicated and measurable and positive chain public policies, behaviors and social norms are made for children

**Progress:** In 2012 communication & advocacy were structured around 4 levels:

1- Political advocacy: several actions were carried out, for instance:
• UNICEF Observer status in the Parliament enabled focused advocacy action (i.e. on minors' marriages).
• MENA Regional Director met with the new Chief of Government and advocated on key protection and youth issues and during the national Congress of the child, in presence of Princess Lalla Meryem President of the national observatory for children rights and several high level stake holders.
• Advocacy toward government and technical support given to finalize the national youth integrated strategy via a strong participative process involving NGOS, 27.000 youth and institutional partners

Advocacy was supported by **Media communication and public awareness actions. Examples:**

- press release relayed by national media on the internationally known case of "Amina Filali" (child protection and marriage of minors), launch of the Safe cities project & SOWC, invitation to the Club de l’Economiste, one of the most influential media groups in the country to explain and advocate for Equity...
- Finalization of the digital presence strategy to involve adolescents and youth in the communication actions.

2- **C4D capacity** development for programs and UN to prepare programs and partners to design and implement C4D interventions. 80 partners representing UN communication group, partners from central and local administration were trained and action plans are under discussion or in the process of implementation.

3- **Knowledge production.**

2 main productions were conducted and served as evidence to build and consolidate actions:

- Child media report analyzing the treatment by printed media of child issues.
- The Equity advocacy kit a central material towards high decision makers.

4- **Social mobilization:** more than 27,000 youth and adolescents form all the country region were mobilized and advocated for their right through direct debate and via social media. Youth recommendations were used to finalize the national youth strategy.

**In 2012 communication & advocacy were structured around 4 levels:**

1- **Political advocacy: several actions were carried out, for instance:**

- UNICEF Observer status in the Parliament enabled focused advocacy action (i.e. on minors' marriages).
- MENA Regional Director met with the new Chief of Government and advocated on key protection and youth issues and during the national Congress of the child, in presence of Princess Lalla Meryem President of the national observatory for children rights and several high level stake holders.
- Advocacy toward government and technical support given to finalize the national youth integrated strategy via a strong participative process involving NGOS, 27,000 youth and institutional partners

Advocacy was supported by **Media communication and public awareness actions. Examples:**

- press release relayed by national media on the internationally known case of "Amina Filali" (child protection and marriage of minors), launch of the Safe cities project & SOWC, invitation to the Club de l’Economiste, one of the most influential media groups in the country to explain and advocate for Equity...
- Finalization of the digital presence strategy to involve adolescents and youth in the communication actions.

2- **C4D capacity** development for programs and UN to prepare programs and partners to design and implement C4D interventions. 80 partners representing UN communications group, partners from central and local administration were trained and action plans are under discussion or in the process of implementation.

3- **Knowledge production.**

2 main productions were conducted and served as evidence to build and consolidate actions:

- Child media report analyzing the treatment by printed media of child issues.
- The Equity advocacy kit a central material towards high decision makers.

4- **Social mobilization:** more than 27,000 youth and adolescents form all the countries in the region were
mobilized and advocated for their right through direct debate and via social media. Youth recommendations were used to finalize the national youth strategy.

**Constrained**

**IR 2910/A0/04/601/002 Technical support (staff & operational costs) for multiple focus areas**

**Progress:**

Several key changes in staffing this year (New NOC social policy + change section chief L4 by NOC) well managed by programme. Newcomers (1 JPO, 1 UNV, 1 NOB) have also been added to the team. Budgetary support and fundraising efforts have taken place with success despite constraining environment and Middle Income Status of Morocco. 100% of targeted OR (USD 5,334,183 for a target of 5,200,000) were made available in 2012. 99% of resources expiring in 2012 were used, and 100% of donor reports were provided. DCT monitoring has seen some quarterly setbacks due to the timeline of previous Cycle (and massive amount of expenditures in the last quarter of 2011), as well as multiplicity of partners for some programmes. Technical orientation for the office strongly put on equity and MORES approach, which included strong advocacy, training and follow up, with staff and partners, advocacy for more structured partnership, and efforts towards south-south cooperation.

Technical support to one UN approach has been intense, with drafting of new UNDAF Action plan and preparation of reviews at Group levels (education, youth, M&E). Transition to Vision financial management has been one of the challenges of the year, but despite some temporary setbacks, the office has – at programme level – succeeded in using collaboration, information sharing and experiment to fully support the realization of activities aiming at improving the situation of children in Morocco (99% of resources spent on time).

**On-track**

**IR 2910/A0/04/601/003 Activities benefitting several programmes or belonging to transversal thematics (gender/ emergency/ M&E / UN coherence/...)**

**Progress:** Coordination of 6 programmes (health, education, local development, social policy, youth, child protection) progressing, with more joint vision (post 2015 exercise), stronger tools (MORES pilot involving several sections), and more numerous joint programmes at field level (oriental, Marrakech, but also social policy (with involvement of Education and Health through Tayssir or Equity in health). Office pursuing innovative approaches using existing opportunities. Emergency preparedness, gender and M&E well streamlined into processes.
Effective Governance Structure

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

The management plan 2012 was updated by the mid-year and shared with the regional office. It is used by the management as well as the CMT to assess the performance of the office over the year.

Situation of key governance related management indicators:

CMT meetings: 6 out of 6 planned
JCC meetings: 4 out of 4 planned
Programme coordination meetings: 9 of 10 planned
Operations section coordination meetings: 5 out of 6 planned
Level of participation of staff and UNICEF partners in development of management tools: High.

Note that the whole information on management performance indicators is available in the Results Assessment module of Performance Management on UNICEF intranet.

CMT discussions have been instrumental especially in the finalization of the management plan, monitoring of office management performance and identification of corrective measures to be taken to improve the latter, providing inputs on how to reduce office functioning costs.

JCC discussions were instrumental to ease relationships between the management and all staff, to work closely with the management to conduct a team building exercise over six month period and to ensure the management addresses key issues of concern for staff. Representatives of the staff association have done their share to position themselves as key partners for management to create a good atmosphere in the office and improve cohesion of the team.

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

MENARO has been monitoring countries' management performance indicators and drew the attention of country offices to improve the latter. The regional office has also supported effectively the office in the process of team building exercise.

Strategic Risk Management

Although Morocco was not as severely hit by the so-called "Arab Spring" events, its situation remains potentially fragile, depending especially on the economic evolution and on the role and perspective given to the growing youth population.

UNICEF Morocco updated its Enterprise Risk Management assessment in March 2012 and is part of the field
reference group for this tool. Using a risk-related approach, it especially chose to diversify its partners while focusing on some key, fact-based issues that cannot depend on political priority changes (namely equity). In complement to this tool, the early warning response tool has also been updated, and shall be assessed in 2013 by an independent researcher hired by UNICEF headquarters as a potential good practice. UNICEF assisted the UNCT in upgrading its own Emergency Preparedness Plan, which was presented to the Representatives and Resident Coordinator in a UNCT retreat in Marrakech on 15 December 2012. The Business Continuity plan, which aims at ensuring that basic office capacity remains to implement the above mentioned EWEA. This BCP was tested and revealed that in an event the servers were damaged, UNICEF Morocco would still be able to operate its financial systems (thanks to migration of system from PROMs to Vision), but would need to set up alternative emails (until outlook becomes operational). Regular back up on external drives for each essential staff was also recommended. Practical emergency experience was gained in the area of Education and Finance, since support from UNICEF Morocco was used in Tunisia, while IT Staff, Representative, Deputy Representative have been accustomed to various large scale emergency situations. UNICEF Deputy Representative is also the usual OIC for UNDSS officer in Morocco. Emergency related programmes are included in education and local development annual work plans.

**Evaluation**

UNICEF Morocco's approach to evaluation is implemented at three complementary layers.

- **Evaluation** is first considered as an essential tool to implement the right of the child in Morocco. Since the country can only rely on limited financial resources, it shall be sure that these resources are used as well as possible. A budgetary review was finalized early 2012, but at this stage did not demonstrate the automatic link between increased budget allocation and progress (especially in the sector of education), and although this study also faced some limitations because of the very budgetary nomenclature in Morocco's public accounting system, it also enabled UNICEF to gain some experience on issues such as subsidies and on financial bottlenecks.

- These points proved essential for the implementation of the MoRES approach. Initially a system to be implemented at local level in the education sector, the approach of MoRES (monitoring for equitable results) is spreading throughout the sectors: considered as an official tool for UNDAF review, it will also be used for the new "equity monitoring" in Health study, and is recommended for Child Protection integrated Policy approach.

- The International conference on Equity measurement conducted in May 2012 was a key opportunity to advocate for more systematic and equitable evaluation and the signature of an essential partnership between Morocco (ONDH) and Mexico (CONEVAL) on evaluation of child poverty and on the efficiency and impact of policy response was a key positive step for children in 2012.

- The "Association Marocaine d'Evaluation" remains a cornerstone of UNICEF Morocco's partnership for evaluation, and this year specific focus was put on Parliamentary capacitation, as well as on reinforcing international links and credibility of the association to enable it to further influence key stakeholders in technical and political areas, in an independent manner.

- A MoRES-based SITAN process was launched at the end of 2012, to benefit from the 2012-published key new studies, especially the ones by HCP, Health (National Study on Family and Population Health), and Education (Conseil Superieur de l’Enseignement) new data. This SITAN includes 11 partners and shall provide by November 2013 a new complete evaluation of the situation of children rights in Morocco, but more importantly the first integrated and crossed evaluation of barriers and bottlenecks.

- Considering that the new country programme started in 2012, only few formal evaluations of UNICEF-supported specific issues were conducted. However, an IMEP was prepared and reviewed in August 2012. Each Evaluation has to be shared with the Social Policy and M&E section Chief before validation by the Deputy Representative. A UNV provides additional support. In addition to all staff having been trained on PPP (including evaluation) and MORES, 2 staff were specifically trained on M&E during an interagency seminar in Marrakech (September 2012). UNICEF is also a core member of UNDAF "Thematic Group on Monitoring and Evaluation"
Effective Use of Information and Communication Technology

In 2012, ICT sustained the support to the office and country programme activities. To guarantee successful program implementation, a mission was conducted to the Oriental region to review and evaluate the delivered equipment to ensure their conformity with the specifications prepared earlier in the year by the ICT to meet the counterparts' needs.

ICT Governance committee continued its activities to provide the management with clear and feasible recommendations to guarantee the conformity with UNICEF global ICT strategy, and to keep up with the staff expectations.

ICT continued to contribute to the office initiative “Green environment” aimed at promoting environmental awareness. This year we removed two personal printers and used existing copiers with printing capabilities instead, which contributed to a more cost-effective use of papers, toners and cartridges.

UNICEF ICT is an active member of the UN Inter-Agency ICT working group. During 2012, the UN ICT team developed Intranet for the UN system hosted by the UNESCO office and prepared a common ICT hardware specification to assist agencies that don't have ICT staff or ICT standards. The team has also managed to develop Intranet for the UN system hosted by the UNESCO office and prepared a common ICT hardware specification to assist agencies that don't have ICT staff or ICT standards. A one UN entity will be created under which all agencies will be registered (while keeping their own autonomy for billing and services). This breakthrough in the negotiation with the ISP was conducted by UNDP and UNICEF and will be adopted early in 2013.

Under the RICT monitoring, the ICT timely completed corporate ICT work plan, in coherence with the Regional ICT strategy, as reflected in smooth migration into virtual server environment (MS Hyper-V); File & Print and Lotus Domino upgrade to Windows Server 2008 and the new Windows 7 image. The office was designated as pilot office for these projects.

The RICT endorsed implementation of the blackberry tethering system. This allowed the staff with Blackberry account to use their Blackberry devices for access to INTERNET in their PCs while on the go. A significant saving was made on recurring connectivity costs as those staff didn't require a separate 3G account or 3G modems for INTERNET access.

Despite the limited budget, the office managed to acquire two CISCO 1GB switches to upgrade the network performance even while using old servers' specifications.

The office continued the policy of rationalized use of ICT equipment. It has been successful in reducing ICT equipment cost ratio per Staff by 15% in 2012 while equipping all the staff members with laptops without category distinction; to strengthen remote operation and Business Continuity.

Fund-raising and Donor Relations

Being a middle income country and traditionally relying on donors Spain, National committees) strongly affected by the Financial Crisis, UNICEF Morocco had to revise its fundraising strategy in accordance with some cross-sectoral principles:

- Given cancellation of some expected government or partner’s funding (Catalunia, Canada...), the office reinforced its links with National Committees: Spain, France, US, German, Polish and more importantly with the Dutch National Committee, with which a new partnership, aiming at EUR 1 million, was set up. 18 proposals are currently available on the shared market place or were sent to donors in 2012. The Swiss government is the only government involved in 2012 funding.

- UNICEF Morocco tries to maintain its role as a pilot country for new initiative and thus benefited from relatively important support from headquarters: in Monitoring for Equitable results (USD 450,000), in volunteering for Safe Cities Approach (USD 200,000), in giving priority to equity in education (USD 2 Million), in supporting decentralized child protection (USD 100,000) UNICEF Morocco received thematic funds enabling strategic progress
Leveraging funds is another promising strategy, with issues supported by UNICEF and its government partner being endorsed and therefore progressively taken into their priority list by external partners. The case of the integrated youth policy, launched in 2009 by UNICEF, UNFPA and the ministry of Youth is a key example since the World Bank is negotiating financial support for this approach.

Joint programming with UNDP (on MDGs, revision of subsidies, support to ONDH), UNWomen (Safe cities), UNV (Youth volunteerism and Universities), UNFPA (Justice and Health) and the whole UN system also enables cost savings by most importantly leveraging and sharing of funds on UNICEF-sensitive topics.

Private sectors contribution remained limited, except for DELL (USD264,240 for 2012) and Sheraton. The strong and well established civil society in Morocco and the existence of several cultural projects endorsed by Royal Patronage contribute to limit the availability of funding for an international organization. One of the major industrial entities in Morocco (Centrale Laitiere) was not endorsed by Programme Funding Office.

The government of Morocco agreed, as per the Basic Cooperation Agreement, to contribute to office running costs.

Expenditures, especially the ones related to Regular Resources had been optimized with the new country programme, with some staff-related adjustment (transformation of International Chief of Section by a National Officer, non-replacement of some retired staff), based on specific UNICEF added values, giving some flexibility to programming.

In terms of figures, the office received USD 5,258,744 of ORR, i.e. 100% of its planned annual CPD ceiling. 55% of these funds were used, which is understandable given the 2 years rolling plan chosen. Perspectives for 2013 are considered to be less positive and the MTR might include a revision of funding objectives given the global financial crisis.

### Management of Financial and Other Assets

The transition from ProMS to Vision in early 2012 has limited the number of transactions, especially during the first months of the operationalization of the new business system. Several obstacles have hindered the execution of many transactions related to the commitment of significant funds as supply and DCT. The office, thanks to the assistance of the regional office and the SMEs, has been able to overcome many of these huddles.

At the end of 2012, the disbursement rate of the office funds was as follow:

<table>
<thead>
<tr>
<th>Programme Budget:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>RR</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td>84%</td>
<td></td>
</tr>
</tbody>
</table>

Institutional Budget: 90%

The DCT balance of more than 9 months as of 31 December 2012 was 1%.

The office continues to monitor and review the implementation of the country programme through several indicators (Budget management, DCT, Status of Donors and report submission) during the programme coordination and CMT meetings.

Cash forecast is submitted quarterly on intranet and monthly to DFAM through Vision. Even if the system has posed many challenges, the office maintained the frequency of the bank reconciliation on monthly basis.

Several internal control check activities were conducted resulting in reviewing most of the work processes such as Supply Contracts, Travel, DCT, Account payables in accordance with Vision requirements. The Vision roles have been assigned to staff members according to the internal control policy and in respect of the segregation of duties. A periodical monitoring is also assured through Approval to prevent roles violation.

A draft of a new TOA was developed taking into account the changes related to Vision. This draft was updated and completed in accordance with Headquarters guidelines.

The office delayed the finalization of the manual of procedures (a recommendation by the audit conducted by the Moroccan accounting court) that was expected to be issued during 2012 for the compliance with the changes related to the implementation of Vision. This manual is expected to be finalized and shared with staff and partners at the beginning of 2013. Training on this manual for staff and partners will be conducted as well, hopefully, during the first quarter of 2013.
Supply Management

Morocco Country Office does not have a supply section. The supply function is handled by programme assistants and the admin assistant. The supply component for Morocco office continues to decrease over the last years. In 2012, most of the supply expenditure concerned the editing and printing service (less than 3% of the total programme budget). The office is implementing HACT since 2008 and advances are made to the IPs for them to handle their needs in supply. The office continues to support the ministry of health to facilitate vaccines procurement through UNICEF Supply Division.

Morocco office does not have any warehouse.

Human Resources

Several initiatives have been undertaken by the management and staff to ensure staff participation in key decision-making processes and to improve the working environment in order to get the best from all staff to deliver results for children as defined in our country programme:

Using the results of staff survey conducted by Headquarters in 2011 as well as an online survey conducted by experts in team building, the management - after consultation with all staff- developed an office improvement plan focused on the following areas: i) teambuilding and coaching, office efficiency, interaction between all staff and the management, prejudice/harassment, balance between work and personal life. This office improvement plan has been successfully implemented with a rate of 85%.

The management has made critical investment in human resource development to ensure that the office is well prepared to implement corporate initiatives such as IPSAS and VISION. All staffs were trained on IPSAS, SAP as well as the PMS.

Since the office has had during the last three years a lot of new staff both national and junior internationals (UNVs and JPO), a PPP (Programme Policy and Procedure) workshop was organized in French in Morocco to ensure all key staff have the basic knowledge in programming. Two francophone countries (Djibouti and Senegal) attended that workshop facilitated by a trainer certified by UNICEF Headquarters.

The staff association has been instrumental in working hand in hand with the management to prepare and manage the teambuilding exercise planned over a six-month period and in developing a relevant staff association work plan that contributed to improve the office atmosphere and trust between the management and staff as well as between staffs themselves.

All staffs participated in the various mechanisms that are in place to ensure their involvement in decision making processes such the CMT and programme coordination meetings, operations meetings, all staff meetings with the management (8 held), JCC and CRC meetings etc...

All staff attended the annual management review and hence got the opportunity to assess the performance of the office both for the programme and operations and management components and contribute to the development of 2013 management plan.

The Operations section organized a retreat with the presence of the representative and his deputy to define the action plan and priorities for 2012. The presence of the deputy representative helped to define the needs of programs in terms of Operations support.

Efforts were made to ensure that the recruitment process follows the guidelines and meet office targets on gender balance in all categories of staff. By the end of 2012, there was a 50%-50% balance in the professional category.

In terms of staff safety and security, Morocco office staff are periodically briefed on the principles of the office safety and security measures. The Business Continuity Plan has been updated and tested. The call tree is periodically tested.

Staff performance is monitored through the PAS and e-PAS, and the management provides direct assistance to staff on daily basis, especially to facilitate the operationalization of the new Vision system.
Efficiency Gains and Cost Savings

In 2010, UNICEF Morocco office invested a lot of time and effort through participation in meetings and the implementation of decisions of UNCT and OMT. During that year, UNICEF, with many other UN agencies in Morocco identified, negotiated and signed 2 service agreements: Security and Telecommunication services. The cost of internet connection service has significantly decreased and a second contract was signed for a security back up line with another Telecommunication company with preferential price. Other telecommunication service tariffs are under negotiation, including the cost of mobile phone calls, which would be effective from 2013.

The experience related to the security service agreement wasn’t as successful as it was expected. The unit cost remains the same and the total cost increased because of the UNDSS recommendations to increase the number of security guards.

An issue of concern, the interference of UNDSS in the direct management of the contract with the security company resulted in some issues and the company was confused regarding which agency to report to. In 2012, following the transition to Vision, the Operations Section has extended the operations agreements and contracts that were signed in 2011, after consultation with Supply Division, to prevent any blockage in vision, given that the system was not yet fully mastered by the staff in charge of managing contracts in the system.

For 2013, the lessons learned from the experience of the last 3 years will be taken into consideration. The office conducted tenders for the operations contracts in October 2012 and before the submission to the CRC, a consultation was conducted with UNDP to compare tariffs negotiated by UNICEF with rates negotiated by other UN agencies. The suppliers who submitted the most interesting offers were recommended to the CRC.

The office continues its efforts to reduce costs, including awareness raising of staff to use office resources optimally and responsibly. The circular on internal cost reduction was reviewed by the CMT in December 2012 and will be shared with all staff by early 2013 for its application.

The office will also invest more effort in its cooperation with the UN System under UNCT and OMT to identify more opportunity to negotiate more service contracts as One UN entity and realize greater savings for the office.

Changes in AMP & CPMP

No significant changes took place in 2012, which actually was the first implementation year for the current country programme cycle (2012-2016). The only request that was submitted to the last 2012 MENA PBR was to convert the current NOB TA position on youth officer to a FT one, and this was accepted. The office has advertised the post and the latter will be filled during the first quarter of 2013.

The staff retreat that was held from 9 to 11th January 2013 to assess the implementation of 2012 annual management plan has suggested to focus on the following priorities:

- Implement the new designed tool on monitoring and evaluation of field missions
- Report to the CMT on a quarterly basis implementation of key field missions recommendations
- Develop and implement the HACT implementation plan
- Complete the implementation of the recommendations made by the accounting court namely the procedures manual and training of partners on the latter
- Ensure the new ToA as requested by HQs is signed by each staff using SAP
- Organize formal training on SAP for the new staff and refreshment training for the rest of the team
- Organize a refresh training on HACT for all the office.
- Complete the exercise on teambuilding before the end of January 2013
- Complete planning related to early warning and early action as part of the preparedness and response to humanitarian action
- Update the matrix of management indicators in PMS/RAM taking into account the amendments recommended during the staff retreat.
Acronyms

Note: only Morocco-specific acronyms are listed below

CAEJ = Commune Amie des Enfants et des Jeunes (child friendly city)
CES = Conseil Economique et Social
EFA = Education for All
NFE = Non-formal education
ONDH = Observatoire National pour le Developpement Humain
ONDE = Observatoire National des Droits de l'Enfant
OOSC = Out of School Study
PANE = Plan d'Action National pour l'Enfance

Document Centre

Evaluation

<table>
<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
<th>Type of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity in Health Sector in Morocco - Situation Analysis</td>
<td>2012/001</td>
<td>Study</td>
</tr>
</tbody>
</table>

Other Publications

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Equity Advocacy Kit</td>
</tr>
<tr>
<td>2 Rapport &quot;Enfants et Media&quot;</td>
</tr>
<tr>
<td>3 Rapport de la Conférence internationale d’experts sur la mesure et les approches politiques pour améliorer l’équité pour les nouvelles générations dans la région MENA</td>
</tr>
<tr>
<td>4 Plan National d’Elimination de la Transmission du VIH de la Mère à l’Enfant</td>
</tr>
</tbody>
</table>