**Executive Summary**

In the second year of its programme UNICEF Morocco focused on strategic positioning in a MIC environment for more equitable results for the most vulnerable children.

- Equity in Health: while strongly supporting the Government’s engagement on "A Promise Renewed" for the acceleration of MDG 4 & 5, in 2013 UNICEF pursued its positioning as the champion for equity in health, with surveys and tools designed and shared during the first National Health Conference since 1959. This approach ensured that investment and reforms reached and prioritized the most vulnerable children.

- Strategic Positioning in Education: education reform in Morocco is still a priority, UNICEF’s position as a strategic partner with the Ministry benefitted from two breakthroughs: the design of a school-based MORES approach to education (INSAF), which was tested and then shared during the 2013 Casablanca Mednet meeting; and the involvement of UNICEF in training provincial planners, with a curricula which included MORES. These elements started to bring concrete changes for children, since planners intervened in all aspects of local education, including other areas of UNICEF intervention (violence prevention, curricula reform, multi-age classes).

- Social Protection Development: initiatives in social policy (creating a model on the impact of subsidy reform on children and its mitigation, N-MODA, South South partnership on poverty targeting and evaluation) were completed with innovative efforts in the area of mobilisation of local authorities for children (CGLU event with new approaches on children in an urban environment and Index).

- New partnerships were built along four lines: institutional relay (with renewed cooperation with the Parliament); research and advocacy (with partnership with the Conseil Economique, Social et Environmental on Child well-being and partnerships with Universities (Laval) or think thanks (reinforced cooperation with ONDH), social mobilization and development of norms (NGO networks such as Insaf and Amane) and fund mobilization or leveraging (partnership with DELL and other private sector).

The following areas are potential areas for improvement:

- In child protection, the capacities of the Ministry of Social Development have been supported to pursue the development of an integrated policy for protection, designed in an extremely participative way. However, the launch of this policy has not been possible in 2013 as the Ministry was not able to mobilize large political support. The launch of the SOWC with the same ministry was also cancelled. Improved planning and strategic advocacy should be deployed to accompany the capacity building interventions.

- Morocco is a middle income country with strong sectoral disparities, requiring a mix a service delivery/modelling interventions (protection and youth) and more strategic positioning and leveraging (education and health). This combined upstream-downstream approach occasionally created coordination and operational challenges. The upcoming MTR will provide the opportunity for focus on two or three key areas and a review of the programme’s implementing strategies.

**Country Situation as Affecting Children & Women**

The economic and social trends in 2013 followed the pattern which started with the 2011 financial crisis: slower economic growth and increasing debt, which has the potential to affect children through a reduction of subsidies, remittances and social programmes. Despite this, stronger impetus is being given to education, protection, justice and health reforms.

- In 2012, despite the continuation of the slowdown in the global economy and the sharp decline in agricultural activity, the economy remained on a positive trajectory registering a growth of 1.7 per cent (5 per cent in 2011). The unemployment rate stagnated from 8.9 per cent in 2011 to 9.0 per cent in 2012 (13.4 per cent in urban areas and 4.0 per cent in rural areas). The unemployment rate among women fell by
only 0.6 percentage points. The highest unemployment rates are found among young people aged 15-24 years (18.6 per cent) and graduates (16.4 per cent).

- Poverty remains systematically higher in rural areas than in urban areas: the rural areas included 67.5 per cent of the poor and 58.8 per cent of the vulnerable in 2013. Multidimensional poverty is 1.5 times higher in rural areas than in cities and monetary income poverty is 3.5 times higher. Extreme poverty, as with food poverty, is 5 times higher in rural than in urban areas.

- In education, net enrolment in kindergarten is limited (48.2 per cent in 2008-2009 to 53.9 per cent in 2011-2012). For primary education, the net enrolment rate reached 96.6 per cent in 2011-2012 against 90.5 per cent in 2008-2009, but this data hides massive abandonment, although actions of social support have positively impacted school attendance. For college secondary education, the net enrolment rate showed an improvement from 42.7 per cent (2008-2009) to 53.9 per cent (2011-2012). Enrolment of girls has reached 78.7 per cent for the 2011-2012 school year in urban areas against 76.1 per cent for boys. However, in rural areas, this rate is still very low: 23.6 per cent for girls against 31.3 per cent for boys. In terms of completion rates for both primary and college, it went from 52 per cent in 2008-2009 to 65.3 per cent in 2011-2012. Moreover, for the population aged 10 years and older, the illiteracy rate was estimated at the national level, 36.7 per cent in 2012 against 55 per cent in 1994. In rural areas, the rate significantly dropped from 75 per cent to 51.2 per cent during the same period.

- In health, child mortality has greatly decreased from 143 in 1980 to 30.5 per 1,000 live births between 2007 and 2011, against a target of 25 per 1,000 live births in 2015. The rate of infant mortality, from 57 deaths per 1,000 live births from 1987-91 to 28.8 deaths in 2007-11. Neonatal mortality also decreased from 31 deaths per thousand live births in 1987-1991 to 21.7 in 2011 but continues to represent nearly 71 per cent of child mortality. However, the child mortality rate is 2.5 times higher among children from households in the poorest quintile (37.9 per 1,000 live births) compared to the richest (15.2 per 1,000 live births) quintile. In addition, maternal mortality rate has dropped by almost 66 per cent, from 332 per 100,000 in 1992 to 112 in 2010 (target of 83 deaths in 2015). However, this rate is twice higher in rural than in urban areas (148 against 73). HIV prevalence in the general population, including pregnant women remains low in Morocco, around 0.15 per cent. Among the reported case, 48 per cent are women and 2 per cent of children under 15 years.

- In July 2013 the Government experienced a period of uncertainty, which was resolved in October 2013 with the setup of a new government, reiterating a message to focus attention on the most vulnerable and bringing some strategic reorientations with new ministers in education (renewed focus on preschool and link between formal education and vocational training), Interior (switch from local planning exercise towards social investment in preparation of the 2015 municipal elections), and in key institutions such as 'Conseil Superieur de l'Education', CSE, a key UNICEF partner.

- Key progress took place in some protection areas, with a new migration policy, the reform of justice, the reform of compensation mechanisms which offer opportunities for system reinforcement. Education, justice and health sector reforms are confirmed as priorities by the new government.

- Mobilization of civil society has been stronger in 2013, demonstrating its commitment, maturity and efficiency as an agent for change. One example is the mobilization against law 103.13 on violence against women, which is perceived by NGOs as too lenient for offenders. These mobilization events by civil society, often spontaneous, demonstrate that civil society can influence women and children’s rights in Morocco.

- Royal visits reinforced the perception that Morocco can play a role as convenor or facilitator in South South affairs. The global CGLU meeting saw mayors from more than 1,500 cities gathering in Rabat to exchange information/ideas on the role of local authorities in development. UNICEF advocated for a child focused approach in urban areas, which can serve as one of the pillars for South South cooperation efforts.

Overall, the main bottlenecks for disadvantaged children in Morocco include: low quality of public services at local level; low availability of HR services; much centralised systems with little intersectoral coordination; lack of routine data; inequities (geographic, social, gender-based) and over reliance on inadequate state services
(not involving enough private sector or ONGs).

Country Programme Analytical Overview

Entering its third year, the UNICEF programme in Morocco plans to perform a mid-term review in 2014, focusing on its specific added value in a MIC environment. Each component will focus on optimal results for the most vulnerable children.

- **Child Survival (nutrition, access to health, newborn care, and HIV/AIDS)**
  Child survival is a government priority with acceleration of MDG 4 and 5. Specifically, UNICEF added value in knowledge and advocacy for more equity, support to procurement services, and ad hoc specific technical support on new born care, community health, nutrition and some areas of HIV/AIDS. (PTME/Adolescent/Psychosocial support). Some activities like capacity building at provincial level could be reviewed to contribute more strategically to the upstream interventions.

- **Basic education and adolescent development (equitable access, quality, governance, adolescents)**
  This is UNICEF Morocco's leading programme, developing innovative approaches (MORES) and receiving requests from partners to support several areas (preschool, primary, secondary, non-formal education, out of school children) through a very large mix of strategies. A refocusing of the programme on its core added value might be necessary, including relative new emerging reform areas such as pre-schooling. The youth component will be rethought in a more comprehensive and strategic manner.

- **Child Protection (protection systems and social change)**
  Officially a priority of the Government, the sector suffers from a critical lack of capacity. There is an urgent need for better justice and protection mechanisms for children with common standards, in line with international practices and for coherent, integrated policies and systems to be developed at all levels. Social Mobilisation, behaviour change and independent monitoring are also areas where reinforcement are required.

- **Local development and rights of children and youth (territorial planning, child-friendly cities, safe cities)**
  A historical component of UNICEF's programme, this component will adapt to the new government’s guidance (less local planning), and will focus on specific added value compared to other actors. Several elements will be included: decentralisation; and local participation and capacity to implement at local level will make local focus a necessity to realise social policies. It should be imbedded within all programme areas.

- **Social Policy, Monitoring and Evaluation (social policies, equity in public policies, Situation Analysis and M & E)**
  Successful results in some specific areas of social policy (mostly poverty measurement, mitigation of subsidy reform and data collection). The programme should progressively include social protection interventions, supporting other programme components, including on response and evaluation. The positive results of the programme will lead CO South South strategy.

- **Communication, Advocacy and C4D**
  The Government will be better and more mobilised through advocacy, as will Moroccan civil society, where a strong potential for mobilisation and knowledge sharing lies. Capacity for Communication, Advocacy and C4D is limited and will be reviewed and reinforced across the programme as well as capacity for leveraging local potential existing in universities, media and foundations.

**Humanitarian Assistance**

Not fully applicable, as there was no humanitarian crisis in Morocco in 2013. However:

- The UNICEF Morocco office was reviewed as a potential best practice by an international review team in February 2013
- UNICEF Morocco took the lead in maintaining and upgrading the joint United Nations Emergency Preparedness and Response Plan.
UNICEF Morocco, under a Swiss Grant, created an alliance with the Red Crescent, German Red Cross, local authorities and Ministry of General Affairs and Governance to include DRR into local planning and have DRR modules delivered through schools.

**Effective Advocacy**

*Mostly met benchmarks*

Actions undertaken for advocacy in 2013 focussed on Equity.

The most important advances are:

- **Health sector:** UNICEF pursued its positioning as the champion for equity, with surveys and tools designed and shared during the first National Health Conference since 1959. UNICEF advocacy for equity in the health sector contributed to the review of the sector by the Conseil Economic, Social et Environmental (CESE).
- **Education:** preschools were re-launched as a government priority at the end of the year and UNICEF positioned itself as a strategic partner with the Ministry. The design of a school-based MORES approach to education (INSAF), which was field tested and shared during 2013 Casablanca Mednet meeting, put the focus on bottlenecks for the most vulnerable children.
- **Child protection:** the Government, with UNICEF support, launched a process for the design of a national integrated child protection policy.
- **Social policy:** for the first time, the High Commissioner of Planning produced the national report of MDG’s with a focus on disparities and based on a multidimensional poverty approach. The Ministry of General Affairs and Governance accepted to undertake, under the current process of subsidies reform, a study on the reform impact on children with UNICEF support.
- **Youth:** the draft of the integrated national youth strategy has benefited from UNICEF support in partnership with the World Bank including the introduction of the RBM and human rights approaches, the focus on vulnerable youth and an M&E plan. In this strategy, young people are seen as agents of positive change.

The progress of this advocacy was based on stakeholders monitoring, one-on-one discussions with decision makers and the development of strategic partners and alliances, such as with Parliament for policy advocacy. UNICEF and Parliament organized a national debate on child rights and equity with the participation of the Minister of Social Affairs, the presidents of both houses of Parliament, the Inter-ministerial Delegate of Human Rights, the National Council of Human right and CSO. A roadmap of actions was produced at this occasion and will guide intervention for the coming years.

The media on several occasions acted as a vehicle for the voices of children through UNICEF. On the basis of the most up-to-date data, UNICEF has conducted a media campaign to attract the attention of decision makers and all stakeholders on the situation of children in Morocco. Social Media was intensively used, with more than 128 posts published and 3,000 followers, consisting mainly of youth.

Constraints include some difficulties with long-term pilots to be put to scale (such as Dar Oumouma), despite advocacy towards Ministry of Health, lack of systematic follow up given HR and political constraints, dispersion of advocacy efforts and very little documentation, insufficient external communication and lack of firmness on some Protection issues in 2013.

**Capacity Development**

*Mostly met benchmarks*

Capacity development represents 42 per cent of funds spent in 2013 by UNICEF Morocco and therefore the main bulk of programme activities. It includes several key points:

- **Sectoral capacity development:** a new approach aimed at all “Education Planners” (241) at local level
performed initially as a substitution, upon government request to the UNESCO traditional IIEP process, and was developed in 2013 with the best existing international expertise, under a binomial strategy (each international expert having a local counterpart both for the design and implementation of modules). This approach, avoiding the negative effects of “cascade trainings” required some strong human and financial investment but will enable UNICEF and Ministry of Education (under the “COPE” unit) to soon benefit from a nationwide pool of competence, supported by a central pack of trainers. This decision has been taken in order to ensure that the INSAF (MORES approach in education at local level) would be shared and sustained.

International cooperation: exchanges with CONEVAL (Mexico) have enabled capacity reinforcement of highly technical staff in ONDH, as has partnership with Laval University, UNICEF HQ and MENARO supported the design of a highly complex simulation on the impact of reform of subsidy on children. Regional cooperation in education took place via the Mednet meeting, facilitated by UNICEF Morocco in Casablanca, during which countries from the region, but also from WCARO (Congo), benefitted from training on the latest education processes.

NGO network training. Using networks helps to create common standards and to similarly create a sustainable pool of trainers. In areas such as C4D (120 partners trained), CRC norms and more importantly child protection concepts during the refresher training preceding the design of the Integrated Child Protection policy in 2013 (including on child interviewing), capacity development by UNICEF’s own staff or consultants was seen as a key value added for NGOs, but requires specific strategies to avoid unsustainable one-shot approaches.

In addition, more “regular” training took place in all programmes (see programme component), but always with a focus on building local capacity to set up pools of trainers.

### Communication for Development

**Mostly met benchmarks**

In 2013 the office continued its effort to strengthen national capacity in terms of C4D and to initiate actions resulting from training undertaken last year

1. **Capacity building:** As a leader in the UN system in Morocco, UNICEF conducted a C4D training for all UNDAF outcome groups in order to enable the use of C4D as a crosscutting strategy in all the UNDAF results. In addition to this, SCO benefited from a capacity building intervention:
   - Regional and local NGOs: in partnership with the Interministerial delegation of Human Rights, a training programme of local and regional NGOs, including C4D module, was conducted as part of the process of the establishment of NGO regional networks to promote equitable child rights.
   - Youth NGOs in universities: under the social responsibility within the University project, youth NGOs benefited from a training / action in C4D that led to the implementation of C4D interventions by these NGOs to promote child rights.
   - Youth media network: the network, composed of young people from 8 regions was formally established after capacity building which previously took place. Members of this network were involved in several actions through social Media platforms and audiovisual productions to promote child rights.

2. **Support of programmatic priorities:**
   - Social mobilization around Moroccan schools is currently under design to promote the right to education. This action was in continuation of the training organized by UNICEF last year for all communication focal points in the education sector at national and regional level.
   - Large social mobilization occurred around the equity principle during the week of national child day, 25th May, in partnership with the National Child Right Observatory. The social mobilization was launched at the beginning of the year with the production and dissemination of the Equity Kit to 200 influential decision makers (parliamentarians, ministers, political parties, media, CSO) and culminated during this week as part of the celebration of the 20th anniversary of Morocco’s ratification of the CRC. It involved media and religious leaders and was supported by a campaign on social media platforms with the involvement of Hanane El Fadili,
the National Goodwill Ambassador, who delivered a strong message on Equity and child rights.

A special area for development will be communication for children, since none of the available documentation is adapted.

However, limits were found to some existing C4D approaches, such as the breastfeeding approach followed for years by the Ministry of Health: it appears that breastfeeding rates are actually decreasing since the beginning of the campaign. Constraints include a focus by partners on “one day events” rather than the long term and a sustained C4D approach as well as lack of focus on few programmatic priorities to be sustained. Some key elements such as parental education must be re-launched, using alternative strategies such as Bilateral Cooperation (supporting NGO networks) or alphabetization. The 2014 MTR will revise the focus and planning to guarantee a systematic and evidence based C4D approach.

**Service Delivery**

*Mostly met benchmarks*

Service Delivery may be seen as anachronistic in a Middle Income Country, but the UNICEF Morocco Country Office considered in 2013 that if properly used, service delivery could be of considerable support to the strategic realization of the rights of children:

- As has been the case since the beginning of the country programme, procurement services are still seen as a key area of support to the Government. The Supply Division, with the facilitation and follow up of UNICEF in Morocco, procured 20 billion vaccines for an amount of US$ 9,000,000 in 2013. This element is seen as key, even in a MIC, since the lack of availability of affordable quality drugs is one of the main bottlenecks identified by the recent CESE study on Health Reform. Advocacy will be pursued in 2014 for the expansion of this component

- Support to MORES: while MORES was being launched as a school based initiative in Morocco under the "INSAF" label, it appeared that some basic elements were missing to measure essential bottlenecks, such as the impact of health issues on absenteeism. UNICEF in Morocco was requested to provide some support in the publication and distribution of 1,900,000 "School Health Bulletins" that will serve to record key information about children health status at school level and thus contribute to advocacy for better convergence of health and Education at local level.

In addition to these strategic elements, some pilot initiative may have required a marginal component of direct service or supply delivery (in terms of supply or direct contracting as was the case for a youth programme (aiming at providing initiation to New Technologies for vulnerable adolescents) or Local Development pilot preschool initiatives to ensure that partners are provided with examples of affordable child-sensitive tools and equipment adapted to local context that can be used for replication. However, these services, some of which are being made sustainable, may involve a lot of minor transaction and demand a micro M&E whose relevance and impact on the realization of the rights of children will be reviewed in the upcoming MTR.

**Strategic Partnerships**

*Fully met benchmarks*

Partnership is one of the most efficient strategies and the Morocco Country Office had new developments in 2013. Yet, with more than 65 partners directly registered under Vision, a need for refocusing arises.

- Institutional partnership remain the main strategy in am MIC and 2013 has seen a breakthrough with the "Conseil Economique, Social et Environmental", an official entity which was used to provide policy advice and guidance, which reviewed the health system to become more equity focused and will support the development of a child well-being indicator. Strong upstream focused partnerships with ministries enabled substantive results: Ministry of Education (Result: INSAF), Ministry of Health (Equity in Health), Ministry of
General Affairs (Subsidy reform simulation) Ministry of Social Development (design of integrated Protection Policy), and High Commission for Planning (with N-MODA endorsed as an approach). Stronger coordination is taking place with the Interministerial Delegation for Human Right (for CRC report), while regular interventions in front of the parliament continues to provide an essential tribune.

- Partnership with "para-statal entities" such as the National Observatory for Human Development (for South South cooperation, panel survey), National Council of Human rights (studies on child protection centres), "Entraide Nationale" (ECD) offered technical and institutional mobilisation results for children.
- Private sector main partnership remain with DELL (a demanding but interesting partnership providing quantitative results (8500 children trained in IT) as well a new tripartite governance model. Other partnerships with local entities are being explored with key local actors with a focus on a few strategic ones (Maroc Telecom).
- With NGOs, reinforcing networks and umbrella NGOs instead of multiple partnerships required an initial investment but now enables UNICEF to reach and maintain an efficient network of multiple motivated and efficient partners especially in areas where government's presence or action is limited (mostly child protection): INSAF NGO, AMANE, Bayti were instrumental in the process of designing the Integrated Protection Policy, the CRC report and provided direct support to children in the field. In another sector, Foundation Hassan II for Moroccan living abroad will enable mainstreaming of isolated initiatives into a main partnership for local municipalities
- Partnerships with universities was pursued through the social responsibility for university component and with University of Laval (PEP) for high level support in subsidy reform.
- At UN level, UNICEF is still strongly involved in joint programmes but will use the MTR opportunity to fine tune the on-going One UN approach, focusing on simplified and strategic exchange with government partners without losing UNICEF's specific visibility and added value.
- In terms of donors, a mapping of donors took place in 2013 and new approaches are being explored with the Canadians, the EU, the WB and a new tour of National Committees is planned in 2014.

Challenges to be reviewed in the MTR include imbalanced partnerships, fragmentation and predominance of small partners, ad hoc partnerships instead of a framework, lack of capacity of partners, visibility issues, internal capacity to maintain some demanding partnerships, and compatibility of some UNICEF time-consuming processes with private sector requirements

Knowledge Management

Mostly met benchmarks

- A new Situation Analysis (Sitan) was launched in 2013 to compile and update the new data made available through recent studies and surveys (ENSP). This Sitan uses a combination of traditional Human Right Based Approach and more innovative MORES analyse for each main right being reviewed. The Sitan, having benefited from local consultations and of lessons learned from parallel consultative processes such as the one conducted for the design of a National Integrated Protection Policy will be made available in 2013
- Data generation in a middle income country enables rapid advocacy and leveraging and as such UNICEF considers that its partnerships with ONDH, CESE and Universities can make a difference. The issuance by ONDH of Al Bacharia database is major progress to monitor Human and Children development in Morocco.
- The preparation of the Census that will take place in 2014 gave UNICEF the opportunity to advocate for some new elements (unmarried mothers, monitoring of pregnancy, accessibility to school) to be inserted to better measure the situation of children
- New thematic are being explored by UNICEF or its partners: sexual exploitation / situation of children with disabilities in centres for abandoned children / situation of children in protection centres (CNDH), demonstrating that previously taboo questions can now be put in the public debate

One challenge is the French-speaking environment in which most KM institutions operate, which prevents them from easy learning from an external academic world where English is the predominant language but also hinders the population, and especially its most vulnerable part, in accessing data and knowledge.
Human Rights Based Approach to Cooperation

Mostly met benchmarks

Morocco was due to submit its report to the CRC in 2013, but the session was postponed several times and will now take place in September 2014. The UNICEF Country Office in Morocco took this opportunity to pursue its assistance to the Government in reviewing their draft but more importantly to encourage NGOs to participate in the pre-session report. UNICEF built on the coalitions created in the field of protection (collectif Kafala, coalition for a family environment and coalition for foster families) to collect stories of interest and evidence to be shared with the committee. The process of consultation that took place during the preparation of the National Integrated Protection Policy was also used to advocate for stronger NGO participation in the development of the pre-session report.

IN 2013, to ensure that HRBAP would remain a constant area of monitoring, UNICEF has operationalised and increased in scale its partnership with the Interministerial Delegation for Human rights (DIDH) and the National Council for Human rights (CNDH) for a more regular monitoring role, including at local level with development of coalitions in three regions. After four years of advocacy, CNDH was also nominated as a final opportunity for appeal for children whose rights had been denied.

Participation of children was also a reinforced focus of 2013. The UNICEF Morocco office is well aware of potential tokenism that can take place regarding children participation, as is sometimes the case with existing entities such as the "Parliament of Children" managed by ONDE. Three initiatives took place to ensure proper participation, which began with a consultation of 700 children in vulnerable situation for the development of the National integrated protection policy. This consultation was conducted by trained workers and recorded to avoid any misinterpretation or any attempts to orient discussion. Another tool was the use of social media, through a long and open consultation. Finally, a Voice of Youth initiative was launched, building on existing young mobilization projects (including social mobilization in universities), complementing UNICEF's "Communicating for Youth" strategy.

In addition, regular formal HRBAP trainings are conducted at local level for authorities involved in local development plans in 103 municipalities and advocacy efforts took place through mobilisation of the Resident Coordinator to influence the Ministry of Interior.

Gender Equality

Partially met benchmarks

Gender is integrated into UNICEF Morocco's programme and had not had a specific strategy assigned to it during 2013.

- At national level, several initiatives demonstrate that gender is still a priority in Morocco: the national strategy "Ikram" funded by the European Union for the Ministry of Social Development and Family; the new constitution institutionalizing parity; a communal charter seeking local gender commissions; quotas for elections, amongst others. The NGO sector is more actively representing girls and women issues, than on children issues.

- For UNICEF, the results of the 2013 programme demonstrate that some gender elements are present and valid as an approach. 60 per cent of the programme components and IRs were considered as "significantly" contributing to gender, and numerous activities include some gender component: a training kit for local planners at municipal level; gender as a potential bottleneck in MORES approach; adjustment of opening hours for some programme implementation to enable girls to participate; and better disaggregation of data. However, only a few axes of intervention (violence against girls and early marriage) directly addressed gender in 2013.

Two caveats will be highlighted in 2014: programmes which provide gender-related results might result from a well-designed strategy, but might be a result of collateral effects of programmes targeting the general
population in areas of stronger women's interest. Conceptual confusions exist at partner level between gender and feminism, or between the perceived “watering” of gender criteria into a more global "equity" approach, which may lead to the disappearance of gender analysis. Efforts will take place, in cooperation with the existing gender thematic groups led by UN Women to maintain UNICEF and partners’ efforts for an equal realization of rights for children, boys and girls.

Environmental Sustainability

*Partially met benchmarks*

To address the fact that Morocco is one of the most at risk countries for desertification or growing aridity within its borders, UNICEF Morocco has been advocating on environmental issues, but faces some strong financial and positioning constraints:

- Environmental considerations are a full part of UNICEF Morocco disaster risk assessment, and some pilot local initiatives have taken place through local planning for climate mitigation and disaster preparedness. A joint event took place in Ouarzazate in November 2013 with new partnership with the MAGG and Red Crescent, with Swiss funding, to include local authorities in preparedness. Similarly UNICEF is advocating for a new WASH programme in School approach, based on MORES methodology, while concretely building latrines in schools throughout the kingdom. A new dialogue is taking place with FAO on UNICEF’s involvement in UNDAF Outcome 05 (Environment).

- However, lack of funding and the last minute withdrawal from a Natcom on a joint proposal can be identified as a cause for lack of strategic action on environmental issues in 2013, but these facts can also be analyzed as symptoms of lack of current relevance of UNICEF Morocco’s direct strategic experience and partnerships in the sector. Morocco has launched several important initiatives on environment protection (Solar plan and Green plan), which are out of UNICEF’s direct main field of expertise and added value. Cooperation through partner agencies working in the sector (UNDP and FAO, as well as key donors such as GTZ and Swiss cooperation) should be the main tools for leveraging action towards children in the environment, including water, unless availability of funds enable a direct intervention.

South-South and Triangular Cooperation

2013 saw a strong development to be given to South South Cooperation, using different scopes:

- Technical common grounds. Realizing that middle income countries do have similar problems to solve, joint solutions will be explored between Southern countries rather than from the North. Social Policy is the main area where SSC is taking place. The exceptional partnership between Coneval (Mexico) and ONDH (Morocco) has led to the launch of a Panel Survey that will assist the entire government targeting efforts towards the most vulnerable children. Exchanges with Jordan, Iraq, Egypt, and Tunisia are pursued with support of MENARO and HQ (with Laval University). These technical exchanges are progressively setting up a pool of local expertise and UNICEF in Morocco plans in 2014 for a new international conference to take place.

- The third South South traditional axis of action for UNICEF Morocco continues to take place through its partnership with the "Association Marocaine d'Evaluation" co-created by UNICEF, which received several international prizes and is launching a cross regional programme involving countries in WCARO, MENA, ESARO and CEE/CIS.

- More "UNICEF specific" exchanges have taken place through Morocco-based workshops and events such as the Mednet, during which Morocco INSAF initiative was shared with 17 countries, and exchange of experience took place with Algeria, Djibouti, Tunisia, Nepal on staff training, staff exchange, official visits or programmatic guidance.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Morocco - 2910**

**PC 1 - Child Survival**

<table>
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<th>PCR 2910/A0/04/101 Vulnerable populations have better access to maternal, neonatal, postnatal and nutritional quality care, and the principle of equity is reinforced in health programmes and policies</th>
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**Progress:**

An analysis of data from the Survey of Population and Family Health in 2011, showing the persistence of high health inequities based on social determinants such as the level of wealth, place of residence and region, in the access of vulnerable populations to health care, was conducted and the results widely shared. The results have enabled solid advocacy with the highest health officials to ensure that the principle of equity should be integrated into programmes and health policy. Considering its role in na MIC Country, UNICEF Morocco has provided the Ministry with tools to measure and correct inequity in access to health, making equity a priority component of the 2nd National Health Conference (July 2013, Marrakech, first one since 1959), and of the Strategic Report published by the “Economic and Social Council” after a request from the Chief of Government, titled “Towards an Equitable and Generalized Access”. Programmatic orientations developed in IR 3 (Health Care Access) have supported some upstream priority change in the health sector in Morocco. In addition, the health determinants are a full component of the current policy reshaping, and will thus benefit from some conceptual support from the MORES approach. Most responses are on “governance” and will receive joint UNICEF/UNFPA/WHO support, especially as regards data production and consolidation, and the sector of equity in health is therefore one of the most promising niches for the rest of the programme.

Child and Maternal Health, which is the second axis of the National Sectorial Health Strategy and a focus of UNICEF's IR 2: Newborn care, is an excellent example, since, although MMR has dropped from 332/100,000 in 1992 to 112/100,000 in 2010, the difference between urban and rural rates are 73 and 123 respectively). Under 5 Mortality has similarly dropped by 60 per cent between 1990 and 2011: This year, the signature- after advocacy from WHO and UNICEF - of the “A Promise Renewed” pledge has been translated into a 2013-2015 action plan including UNICEF’s support and aiming at reducing MMR at 60/100,000 and under five mortality at 23/1000, while NNM should be reduced to 14/1000. This plan will be implemented in 7 regions covering 40 provinces (54 per cent of the population). At central level, the adoption by the Ministry of Health of a grid on quality of maternal and child care co-developed by UNICEF serves 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 local management committees, using a participatory approach. However, attempts initiated at regional level to develop local action plans for the adaptation of the strategy of newborn care to the region of Marrakech-Tensift-Al Haouz have not yet had an impact, especially at the level of Basic Health Care units, whose number (2,689) may require governance reform. The current MTR review will consider whether some local programmes, such as parental education (Key Family Practices), will be reinforced, instead of having a sole focus on Health Practitioner direct individual trainings.

UNICEF’s support to immunization remains a key success story. With a coverage exceeding 95 per cent since 2004 (and only 2 per cent of provinces with a rate < 80 per cent), this is one of the few sectors which does not have inequity. Efforts remain to ensure the regular availability of quality vaccines through Procurement Services. More than 20 billion vials of vaccines were purchased by the government of Morocco in 2013 for a total of more than US$ 9,000,000, which can serve as a model for potential increased PS activities for other essential drugs, whose price, quality and lack of availability is one of the main bottlenecks for citizens’ and children’s access to health services.

While the Acceleration Plan acknowledges that 1 child out of every 6 suffers from malnutrition, and while a strategy has been designed at central level in 2011, actions at local level, including in the regions of SMD and MTH, have suffered from a lack of capacity and lack of funding at all levels. Breastfeeding, in particular, has suffered from a lack of attention given to nutrition at local level with less than 30 per cent of planned activities by the Ministry covered. UNICEF's technical advice in the campaign was not sought in 2013. The new action plan includes 3 out of 20 axes on nutrition issues (better nutrition interventions at regional and provincial levels, breastfeeding new plan, and reinforcement of micronutrient initiatives). All these activities will receive technical support from UNICEF, which will also give the “opportunity” to mobilize on nutrition-related issues.

HIV/AIDS prevalence remains low (estimated 0.15 per cent of general population), but remains higher in specific target groups (56 per cent of cases in SMD, MTH and Casa). UNICEF’s focus in the area remains on institutionalizing PMTCT and adolescents. These target groups are now seen as less at risk than sex workers, MSM and drug users. Adolescents are however at risk of becoming high risk group and actions will be planned accordingly for these groups. A new psychosocial component will be explored for children living with HIV/AIDS, which can ultimately serve for other categories of children in contact with the health system.

The main challenges in the health system include the over-centralization of the public system, the lack of partnership with the private sector, allocation and training of health practitioners, disparities in offer, analphabetism of patients, gender, disability and migrant discrimination, high price and low availability of drugs, efficiency of spending, and lack of Health insurance coverage. On UNICEF's side, HR limitations, lack of funding and complex DCT management by the Ministry have also affected the programme.
UNbottleneck a model for potential increased PS activities for UNICEF's support to immunization remains a key success story. With a coverage exceeding 95%, other essential drugs, whose price, quality and lack of availability is one of the main bottlenecks for citizens’ and children’s access to health services.

Most activities in the 2012 and 2013 UNICEF Action plan focused on axis 1 (mostly through breastfeeding related activities) and axis 4 (considering that issues were different depending on socio-geographic environment, local actions plans were designed)

Breastfeeding, in particular, has suffered from the lack of attention given to nutrition at local level, since less than 30 per cent of planned activities by the Ministry have been covered. UNICEF's technical advice was not sought in 2013. Salt iodization efforts have been temporarily stopped given the general problem of "free salt" (on the coastline or through gem mines) and difficulties in subsidizing local producers in a sustainable way.

The new Ministerial action plan includes 3 out of 20 axes on nutrition issues (better nutrition interventions at regional and provincial levels, breastfeeding new plan, and reinforcement of micronutrient initiatives). All these activities will receive technical support from UNICEF, thereby presenting the “opportunity” to mobilize on nutrition-related issues.

During 2013, the signature- after advocacy from WHO and UNICEF - of the "A Promise Renewed” pledge has been translated into a 2013-2015 action plan including UNICEF’s support and aiming at reducing MMR at 60/100,000 and U5m at 23/1000, while NNM should be reduced to 14/1000 (92 per cent of death are considered avoidable). This plan will be implemented in 7 regions covering 40 provinces (54 per cent of the population). At central level, the adoption by the Ministry of Health of a grid on quality of maternal and child care co-developed by UNICEF serves 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 local management committees using a participatory approach.

Activities in 2012-2013 focused on trainings at local level on neonatal resuscitation, with local plans to conduct 37 trainings. However, efforts remain to ensure the regular availability of quality vaccines through Procurement Services. Vaccines were purchased by the Government of Morocco in 2013, which can serve as a model for potential increased PS activities for other essential drugs, whose price, quality and lack of availability is one of the main bottlenecks for citizens’ and children’s access to health services.
Progress: An analysis of data from the Survey of Population and Family Health in 2011 was conducted, showing the access of vulnerable populations to health care, showed the persistence of high health inequities based on social determinants such as the level of wealth, place of residence and region. The results were widely shared and have enabled solid advocacy with the highest health officials to ensure that the principle of equity should be integrated into programmes and health policy. Considering its role in a MIC Country, UNICEF Morocco has provided the Ministry with tools to measure and correct in-equity in access to health, making equity a priority component of the 2nd National Health Conference (July 2013, Marrakech, first one since 1959), and of the Strategic Report published by the “Economic and Social Council” after a request from the Chief of Government, titled “Towards an Equitable and Generalized Access”.

More specifically in 2012-2013, a dynamic tool to measure and follow up on Equity in Health, based on more than 50 indicators, was developed with UNICEF’s partner at the Direction of Planification and funding (DPRF) within the Ministry of Health. This tool complemented the breakthrough review of a mapping of the offer of Health Services in Maternal and Child health, which contributed to the ongoing acceleration plan reform. The issue of social determinants to health access, using a partial MORES approach and looking at root causes at the regional level (SMD and MTH) was finalized and will be used for local provincial mobilization, especially in the development of 16 “Basic Health Services Units” (ESSB) which are considered “model” by the Ministry, using the quality grid developed by UNICEF.

Most activities took place on important 2012 balances.

Progress:

Morocco has 7,658 cases registered, a vast majority of which are sex workers, drug users and men having sex with men (possible duplication). UNICEF and the Ministry have however been concerned that given some gaps in ante-natal care (only 62.7 per cent for rural women) and lack of testing (only 1 per cent of pregnant women are tested), growing cases of transmission from mother to child could take place. The strategy focused on at-risk women but despite large availability of treatment, only 49 per cent of seropositive women were under PTME treatment (195 women covered). The transmission rate is still estimated at 24 per cent and most new cases of children living with HIV are considered to have been infected through MTCT. In 2013, a documentation of the entire PMTCT programme was undertaken, to support planned actions towards generalization of testing with the support of the Global Fund during the second phase of their support.

An ever growing concern is the population of children and adolescents with HIV/AIDS. A "Working Paper on Children and Adolescents at Risk" was produced to advocate for an integrated approach, especially with the Child Protection sector. This strategy aims at addressing some taboos, especially as regards to at risk behaviour (drug usage, prostitution), considering that 75 per cent of people living with HIV are not aware of their serologic status. A kit, initiated by UNFPA, was produced in addition to the strategic paper to enable "peer education" which was one the few successful approaches to the issue. The network still exists but support documents and pedagogical help were missing. UNICEF was a pillar of the local UNAIDS group, supported Moroccan participation to ALCS meeting, and has been elected as a new rotating member for the Morocco Coordinating Committee.

Most activities took place on important 2012 balances.

PC 2 - Basic education and adolescent development

Progress: 2013 was a transition year to a wide evaluation process of the education sector, which will lead to a continuity of the reform of the education sector after a year of national debate. While access indicators increase (98 per cent enrolment for 6-11 year old), equity issues – including for inclusive education – as well as the high level of drop outs in basic education cycles. Preschool supply and enrolment in the secondary public system remains comparatively low, deserving attention and support. The improvement of curricula and teaching methods remain an important bottleneck both for retention and delivering quality education for children attest the very low performances in both national and international assessment tests.

The king’s speech in august 2013 mentioned the need for continued reform and integrating quality and equity as major concerns in the development of education public policies. The issues of equity and quality are also highlighted as requiring further reform. Low outcomes in learning in national and international assessments and low enrolment rates both in pre-primary and lower secondary schools, especially for girls, are the most important challenges facing Morocco’s education system.

This transition context follows the end of the 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, and vocational trainin
In this changing context, UNICEF’s cooperation with the education sector has seen important progress in 2013, mostly through the education-focused MORES approach, a pilot in the three regions, which has reinforced UNICEF’s technical legitimacy, and has resulted in an increasing UNICEF role in the area of community-school evaluation, and planned equity training support. Focus on school and the school environment at local level is mobilizing more actors, and will enable identification of bottlenecks and the actual implementation of policies for improving the results and better monitoring of pupil achievement as well as feeding back national policy planning processes.

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, and a focus on dropout rates. The pre-primary sector has appeared as a major result of advocacy efforts and many years of support development, leading to the launch of a process for supporting the building of a national strategy for extension of the pre-primary public sector.

While capacity building, multiple pedagogical approaches and curriculum development are key priorities, advocacy will continue on early childhood development, non-formal education and orientation issues and technical and financial partners’ coordination (UNICEF co-presided the UNDAF Outcome Group on education advocates for increased formal coordination with bilaterals and the World Bank).

Partnership with the Ministry of Education remained the major cooperation focus, but is being complemented with efforts towards the NGO sector coordination (especially in ECD and inclusive education) and an invitation from partners at local level (including municipalities) to participate.

In the area of youth, UNICEF Morocco pursues its three pronged approach: reaching youth through regular programmes (Education, Health, Protection); supporting the Ministry of Youth’s integrated strategy; and supporting youth aimed programmes, in the fields of capacity building (IT training), and participation.

**On-track**

IR 2910/A0/04/201/001 The socio-economic and educative constraints to access and retention to quality basic education for the vulnerable population are reduced

**Progress:** The programme plays a key role in research and advocacy for understanding the situation and developing strategies for equitable access. The studies, achieved and/or under implementation, were exploited as evidence to use in advocacy and planning based on identified bottlenecks of equitable access. The beginning of the MoRES implementation gives a platform for project convergence and feedback on the national planning process to integrate the equity approach as a major focus.

- National MoRES Education implementation “INSAF” was piloted in 6 provinces to adapt the initiative in the national context and ensure conditions of scaling up in more areas within the regions of UNICEF intervention. The INSAF Morocco initiative has been shared at a GTEM global meeting in HQ as an innovative process to implement MoRES in the education field. In addition, strengthening of school children’s health monitoring was carried out by generalizing children’s student health individualized records, thereby helping to strengthen health bottleneck analysis regarding school integration and attendance.
- Advocacy strategy for the promotion of pre-schooling is supported by UNICEF. A national evaluation of the pre-primary sector is launched with the Ministry to evaluate the model and provide ways to further extend the supply under a multi-sectorial national intervention. MoE continued the support, introducing a significant change regarding measures to improve offer to preschools in marginalized rural areas through the MoRES implementation.
- A pilot with a major national NGO was launched to implement the pre-primary model integrating parent’s education in rural areas. The model is based on cooperation with the Turkey office to transpose Turkish experience and adapted to the national context via pilot experimentation with the Ministry of Social Development to ensure an upstream process.
- A new strategic partnership with Entraide Nationale, which is a public institution offering early childhood education services targeting the most vulnerable households, was created.
- With Handicap International, a participative analysis for action of inclusive education focusing on children with disabilities is in an advanced status in one pilot region, at the year’s end.
- A pilot has been launched in one region to develop and implement a more protective environment for children in primary and secondary schools and support building capacities to integrate child protection in schools through institutional mechanisms within the Ministry of Education at local and regional levels.
- The Global Initiative for Out-of-School Children (OOSC) is at the end of its study phase. The draft report currently under validation has influenced the national debate on the future orientation of the sector. The OOSC study will enrich two national surveys: ONDH panel survey and out-of-school children identification system supported by European Union.
- Evaluation and red definition of ‘community school’, which is an alternative model to facilitate the access of children in remote areas and/or nomadic communities, is in its final stage of review. The strategic model will be used in 2014 as guidance for building new “community schools” and redefining old school models to join the defined model into a strategic Ministry plan of extending and improving primary school attendance in rural areas.

In terms of emergency responsiveness, a tool kit has been developed both for children and education actors and has been implemented, as a first phase, in 66 primary schools and 20 secondary schools in three regions. Training on emergency modules has benefitted more than 34,000 children and 768 teachers and head of schools. The approach has been endorsed by three regional academies of education and an advocacy process has been launched to generalize the approach nationally.
The child friendly schools concept was launched in one region in a new approach linking learning outcomes as an assessment determinant to CFS implementation. School violence is a supplementary focus of intervention that will provide more systematic approaches to child protection in schools, by developing tools and improving monitoring of child violence systems within a pilot region. Furthermore, support was launched within the Ministry of Education to provide all primary schools with a children’s health monitoring system. A national framework has been launched.

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

Morocco has developed the conceptual and methodological framework of the school level application of MoRES. Significant achievement in a 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 implementation of the initiative in 6 provinces demonstrated a case for local actors in the development of MoRES adapted to their context and the applicability of MoRES concept at the much decentralized level. This phase has enabled the improvement of mechanisms for further linkage of the monitoring systems at all Ministry levels and the improvement of more adaptive and flexible ways to extend the initiative to other regions as a model for scaling up.

Linked to MoRES, and in particular in order to reinforce the actions responding to identified bottlenecks, the programme is contributing to the capacity building of education planners. 254 education planners and administrators were introduced to MoRES when it was launched within the Education Ministry. A South-South cooperation with UNICEF Djibouti resulted in mutual benefitting of the training process, and benefitting the Djibouti Ministry of Education planners in both capacity building and experience exchange with Morocco Ministry of Education peers.

Besides 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 in developing policies and plans adapted specifically to the regional situation and barriers.

Multi-sectoral coordination is ensured by leading the UNDAF Education Outcome enhancing convergence within education sectors, UN agencies and FTPs.

UNICEF Morocco approached 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 the programme’s contribution in communication and advocacy plan that was launched in June 2013 and aims to configure a national strategy of advocacy for Out of School children within national institutions of interest. In the formal system "personal projects" of adolescents are being developed and "secondary portfolio" for children in secondary schools is being developed aiming to strengthen the links between formal education and...
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vocational training system to enhance continuity of adolescents learning. In 2013 UNICEF supported the development of quality standards of non-formal education centres that has been implemented as a first phase in two provinces with training of trainers at the central level and advocacy for institutionalization at the national level via seminars within the 16 regional academies of education.

* Support to the National Integrated Strategy of Youth. A transversal effort coordinated through UNICEF’s 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 will be formally launched in 2014. Direct interventions towards youth, which include the DELL-supported AENTI – “access equitable aux nouvelles technologies” - (now “Acces des Jeunes à l’Informatique” AJI) project has targeted more than 13,000 adolescents and youth training in IT. In the fourth phase of development, the project is being implemented within national Ministry’s Youth Houses "Maisons des jeunes” aiming to cover half of rural ones nationally. The programme supports the sustainability of the model implemented by creating a national NGO for trainers supported financially by the ministry of youth.

* With a new Youth-to-Children model coordinated by UNICEF, the "Social responsibility in Universities” project, with “Etudiants et Development” aiming to reinforce Student NGOs for better participation and action. After the first implementation year of the pilot action-research project Social Responsibility in Universities (RSU) more than 34 students associations were trained in project cycle management and communication for development, 6 C4D children’s rights awareness raising initiatives implemented by student’s associations were supported and 4 student’s associations’ projects were financed via the project proposal fund. Until now, the project has targeted two main Universities and foresees to involve at least 5 others Universities or higher education institutions for the next stage of the project 2014-2015. A national conference was held last December where more than 80 participants from Morocco and France exchanged their findings, experiences and perspectives on the topic.

UNICEF also 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 information and ideas.

**PC 3 - Child protection**

* On-track

**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, exploitation, and their vulnerability is reduced

**Progress:** The programme contributes meaningfully, particularly throughout targeted advocacy, to the process of law amendment, to better ensure the effectiveness of child protection. Thus, a new code for “House Servants” has been adopted by the Council of Government and presented to the parliament; the code includes specific provisions that prohibits the employment of girls under the age of 15. The controversial article 475 has been abrogated, and therefore influences the on-going processes of amendment of articles 19-20 and 21 of the family code to protect children for early marriage. UNICEF contributed to these processes through communication and technical advice that enabled the government to align the legislation with the international norms and by providing key information and analysis to inform the amendment of the targeted articles. The Ministry of Justice will become a major partner on “Justice for Children” in the second half of the CPD.

The programme provided technical support and guidance to the Ministry of Social Development to lead the process of elaborating a national and integrated policy on child protection. A dynamic process of analysis, consultation and identification of key priorities and responsibilities has been designed and undertaken, basing on the equity approaches, it included also a comprehensive array of participation of keys ministries at national and subnational level, representative of NGOs and 700 children, including child victims of violence abuse and exploitation. The outcome of the process will be approved by the inter-ministerial committee and presented during the national conference on child protection, expected in early 2014.

Simultaneously, the programme's initiate structural initiatives in regard to the deinstitutionalisation included:

* Analysis of the placement of children in institutions, along with participatory assessment of the situation of children in institutions. The findings will enable the Entraide Nationale to undertake major reform in term of reinforcing measures of deinstitutionalization of children, piloting new initiatives in terms of family empowerment and establishing norms in residential institutions.

The programme continues to reinforce the implication and capacity of NGO networks to properly advocate for child protection; 2 PCAs were developed to accompany the creation of 2 NGO networks working respectively on family protection and sexual violence. The NGOs participated actively in the elaboration of the alternative report to the CRC (session expected early 2014).

* On-track

**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:** The process to develop an integrated public policy for child protection has been developed and is pending approval by the second inter-ministerial committee chaired by the Chief of Government. The document will be presented during a national conference expected in early 2014. The process of developing the policy mobilized almost 600 stakeholders including NGOs, at national, subnational and local level through a set of thematic and regional workshops. Almost 700 children, including children living in institutions, child migrants and children in conflict with the law, participated in focus groups held in 20 cities all over the country. The consultation
reached over 500 children through an online survey. The Conference will benefit from South South experience, with Turkey, Tunisia and Eastern European countries being contacted.

The process emphasizes the importance of the coordination between different institutional stakeholders, the necessity of reinforcing the partnership with NGOs and private sector and establishing institutional mechanism for monitoring and reporting. The programme also launched the process of child protection system mapping in Marrakech in June, in parallel to a building capacity programme for local stakeholders on child protection from violence. The programme accompanied the Ministry of Justice in developing and establishing a sub-regional and local platform for coordination. This cooperation with Ministry of Justice will be an entry point for an ambitious "Justice for Children" programme that will be reinforced in 2014. UNICEF also supported the elaboration of a work plan in Marrakech to prevent and protect children from violence. All these interventions will support the programme to pilot a model of municipal child protection in Marrakech, in close coordination with the global safe cities initiative.

The programme also invested in building capacities in the child protection profession, and dissemination of the norms and standards for services, in collaboration with the Ministry of Youth and Sport, the Ministry of Health and the “Entraide Nationale”, a large stakeholder present throughout Morocco (for all types of vulnerable children).

The programme supported the Ministry of Health in establishing a database of child victims of violence, and to ensure a national coverage of the system, UNICEF supported the training of the system administrator and social workers, in charge of the collection and compilation of data at local and provincial levels. It also supported the identification and the training of a national committee of trainers to accompany the process system spread.

On-track

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: A National NGO Coalitions for the Right of the Child to Familial Protection was created in March 2013. The coalition is well structured including the General Assembly, the Standing committee, Secretariat, and three thematic sub-groups, including: (i) Children in social protection establishment, (ii) Children born out of wedlock and their single mothers, (iii) Children adopted within the Kafala framework and the ‘kafil’ parents (a major problem before but compounded by the interdiction of international kafala). A PCA with the Coalition was signed in May 2013, focusing on three results: (i) Reinforce the coordination among NGO members of the Coalition, (ii) Accompany the Coalition in the elaboration and implementation of a strategic plan of action, (iii) Reinforce the capacity of the Coalition in terms of awareness-raising and advocacy.

Results achieved so far included the official engagement of more than 15 local, national and international association and organization members with a Secretariat based at Association INSAF in Casablanca. A diagnostic analysis which serves as the base for the strategic plan of action of the Coalition is in process and will be presented in early 2014.

The Programme signed a second PCA with Association AMANE in November 2013 on combating sexual violence against children. The PCA aims to: (i) elaborate a study on the situation of sexual violence against children in Morocco, (ii) enhance the capacity and knowledge of duty bearers on protection of children against all forms of sexual violence, and (iii) reinforce the coordination among civil society actors on awareness-raising and advocacy for protecting children against sexual violence.

The study is expected to be completed by the end of January 2014. The analysis and recommendations of the study will be used as baseline data for the programming of future interventions on sexual violence against children in three identified regions: Casablanca, Marrakech, and Meknes.

A study to identify the structural causes of the separation of children from their families is in progress and a draft report has been submitted. The study will include the structural causes of the problem in order to better guide decisions, develop social policies and take actions consistent with the nature of the causes.

Some important civil society movements were caused in 2013 by Protection issues demonstrating the strength of civil society in acting on these issues.

PC 4 - Local development and child and youth rights

On-track

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

Progress: UNICEF Morocco’s vision is that children access public services first and foremost at municipal level, the first level in which they can also participate. Through this vision, Local Development and Children & Youth Rights programme aims to: i) Support the Moroccan process to decentralization and declaration of public policies at territorial level; ii) Integrate the rights of Children, Youth and Women, particularly the most vulnerable, in the system of territorial governance; and iii) support to fulfil these rights through integrated, equitable and participatory programmatic responses at municipal level.

In 2013, the Local Development and Children & Youth Rights programme continued the process of consolidating the culture of municipal
Child sensitive planning, as well as the monitoring of the situation of children at the territorial level, based on the tools developed with the support of the programme, mainly the Municipal Information System.

The Moroccan municipalities’ growing interest and commitment to the realization of child rights was reinforced as a result of UNICEF advocacy efforts at the national level, with the support of the DGCL/Menistry of Home Affairs, which allowed the five CYFM (Children and Youth Friendly Municipality) pilot municipalities to reinforce the realization of participation, education, health, protection and recreation rights of each child in their territory. Those municipalities will be assessed in 2014 to measure progress made towards fulfillment of child and youth rights, and then decide about their accreditation as CYFM. This Moroccan experience was widely shared internationally, during the third CFC conference held in Nepal (June 2013).

At the same time, new municipalities spontaneously joined CYFM initiative, like the city of Chefchaouen (northern region of Morocco) with little support of the programme. It also benefited the framework of decentralized cooperation from the support of a Spanish municipality “Vejer de la Frontera” already accredited as a Child Friendly City. The municipalities of Ouarazate, Tamezmoute, Agdez (south of Morocco) are also spontaneously replicating the approach of CYFM. They will officially join the initiative in early 2014, with ten others new municipalities.

This example demonstrates indeed the results achieved by the programme in advocacy and mobilization of both rural and urban communes/municipalities on the realization of children's rights in the country favouring instead an integrated, territorial and multi partners approach.

In addition, 2013 was permitted to explore new approaches in terms of territorialisation of the realization of child rights. Thus, the ongoing experimentation of the international project “Safe City for All-SCFA” in a large city such as Marrakech opened up new themes and challenges related to urban programming. The ongoing situation analysis on violence in public areas of Marrakech will be finalized in early 2014 in order to plan actions to meet the different gaps in realizing children’s rights, especially in the vulnerable neighbourhoods of the city of Marrakech.

Also, the participation of UNICEF at the World Summit of United Cities and Local Government/UCLG (October 2013) was another opportunity for: 1) sharing knowledge and best practices between Moroccan and foreign municipalities in the field of children rights realization at the territorial level, and 2) mobilizing them for the use of Children Urban Development Index (UKid), launched in world premiere at UCLG summit. Two key national partners, ONDH and HCP, have expressed their interest in testing U Kid index at sub urban level (ONDH) to better understand the inequities not only between cities but also between neighbourhoods within the same city. This will be explored in 2014 to be a real tool for local children situation Monitoring.

Finally, the programme will soon be able to reinforce child oriented infrastructure and local projects in a framework of strategic partnerships with the National Initiative for Human Development and the Ministry of Housing on the realization of the rights of children, at the territorial level, especially the most vulnerable. This refocus of the programme is in line with UNICEF Strategic Plan 2014-2017 on Social Inclusion.

**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 realisation of human rights especially for the most marginalized

**Progress:**

As a result of the local capacity building provided by this programme, 106 urban and rural municipalities have Municipal Development Plans (PCD) integrating child rights issues, 98 per cent of them are 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 analyse data related to children, youth and women’s situations, to identify the associated challenges and issues and provide programmatic responses to address them, within the framework of PCD. This process which is specific to UNICEF is documented through training modules that will be printed in order to be used at national level, ensuring that children and women become priority of Municipal Development Plan.

During 2013, support to the generalization of municipal planning in the Eastern Region continued. In this framework, 106 municipalities received support and capacity building for the implementation of the projects listed in their development communal plans (PCD), revitalizing and maintaining their equity & gender equality commissions (CPEC), and setting up a monitoring & evaluation system.

The targeted municipalities are implementing these PCD, with some projects that benefit children and youth. For converging programmatic responses for realizing children’s rights, demonstration projects in education: preschool (500 beneficiaries), water and sanitation in schools (110 beneficiaries); Health: Waiting house for pregnancy women: Dar Al Omouma (481 beneficiaries), protection: cell protection units against violence in schools (210 beneficiaries); youth employment (354 beneficiaries) and leisure activities are being implemented with the support of the programme. These projects may serve as models for replication on a larger scale.

To sustain these results, the majority of municipalities have been supported for establishing the "Equity and Gender Equality Commission (CPEC)" according to guidance developed by UNICEF. These Municipal Commissions are constituted by resource persons belonging to NGOs, as a mechanism of involving civil society in implementing and monitoring the PCD and ensuring that children's and women's issues are addressed. Those commissions will be reinforced to be able to monitor the implementation of projects benefiting
children, youth and women.

The process of setting up a monitoring and evaluation system in these municipalities in order to monitor and measure progress toward improvement of the wellbeing of children, youth and women (realization of their rights) is already engaged by municipalities, thanks to the capacities and skills developed during 2013: i) the training cycle in monitoring and evaluation of PCD which benefited 300 municipal technical staff and some elected officials belonging to the targeted municipalities; and training cycle using the Municipal information System in monitoring indicators, which benefited to 83 municipal technical staff.

The local development programme has also continued, during 2013, development of tools for the elaboration and implementation of PCD and documentation of pilot projects related to children’s rights. The main results are the finalization of TORs for updating development and deployment of the municipal information system (SIC) at national level, including the targeted Eastern Region. The updating and development of the Municipal Information System will begin in the first quarter of 2014, and will focus on the adaptation of the system to the urban municipalities and the enrichment of the indicators, especially by adding those related to the monitoring of children’s situation.

A cluster of local expertise in municipal planning (twenty local trainers) was set up by the programme in 2010. The process of capacity building of this cluster has continued in 2013 in the theme related “monitoring &evaluation of PCD”. This cluster is active at local level (eastern region) and national level.

The challenges encountered in implementing the initiative during 2013, include low adhesion of certain mayors to PCD process, lack of financial resources of municipalities to implement concrete actions, lack of human resources able to accompany and the support to municipalities in this process (Case of Driouich Province).

Progress:

To consolidate and capitalize the process of municipal planning described above, five municipalities were chosen to go farther in implementation of children’s right and are finalizing the implementation of theirs action plan required to become child and youth friendly municipalities. The concept of “child friendly cities” that has been adapted to the Morocco context aims to accompany the Moroccan process of decentralization and guarantees that real change take place in favour of children and youth at municipal level. The five pilot municipalities involved in the “Child and youth friendly municipalities” initiative 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 level and under the leadership of the mayor. These mechanisms and tools that reinforce good governance in favour of children, youth and women at territorial level are documented in the perspective to be replicated at national level.

The five pilot municipalities have also implemented their 2013 Action Plans aimed at the fulfilment of rights of children and youth in priority sectors (Preschool, Primary Education, Employment, Participation of Children and Youth including Entertainment, etc.). Their implementation by the 5 municipalities has created a continuous dynamic and a mobilization of all stakeholders in favour of children and youth. The “children and youth municipal council” created by the 5 municipalities constitute an important actor that continually advocate for children right and promote the culture of participation. The 5 municipalities are recording high performance in reducing dropout rate, developing leisure facilities especially stadiums, improving preschool and primary school enrolment rate, organizing cultural and sportive Events. They are considered a model of municipalities committed in fulfilling child rights.

These actions are undertaken with the support and guidance of UNICEF. These municipalities should initiate the assessment process in first quarter of 2014, for their accreditation.

At the central level, the process of documentation and development of tools covering the nine pillars of “CYFM initiative”, continued during 2013, to develop a toolkit for the implementation of the initiative by future municipalities, candidates to join the project. The new elements developed are:

- The assessment and accreditation’s system of “CYFM initiative”, which consist of: i) Criteria and indicators for assessing progress made by the targeted municipalities; ii) The assessment’s methodology and process; iii) Characteristics of the CYFM label and the mechanism for its awarding; iv)The criteria and process for selecting new Municipalities for joining the CYFM initiative.
- The training kit on gender and human right mainstreaming in local/territorial governance system.
- The methodology/approach of integrating disaster risk reduction management at municipal level (ongoing activity).

The advocacy for institutionalization of child and youth municipal council is undertaken in collaboration with USAID and PCM programme, in the framework of an action plan elaborated during a workshop attended by more than 70 persons, representing youth and elected people belonging to 16 municipalities. A memorandum for the institutionalization of child and youth municipal council in legal texts of decentralization, which are under revision, was send to Ministry of Home Affairs. The process will continue during the first semester of 2014, according to action plan above mentioned.

As in 2012, the challenges encountered in implementing the initiative during 2013, include: i) CYFM 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, and iii) Lack of human and financial resources, in some rural municipalities, to implement the nine pillars of CYFM 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 Joint 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, UN Women and UN Habitat in 2011. This initiative offers an opportunity to explore an innovative approach in addressing the issue of child rights' realization in an urban environment, including inequity in a big city like Marrakech. The preliminary " joint project document", including 2012-2013 Action Plan, signed by the Municipality – the Wilaya of Marrakech 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 and ii) The second phase (2014-2016) for the implementation of the project, its documentation /modelling and evaluation. The Local development programme has continued, during 2013, undertaking activities for preparation and design of the project: i) conducting the study which consists on: data collection, baseline survey, strategic analysis, final design of the project; ii) Enabling activities to maintain commitment of partners at territorial level, which consists on: capacity building workshops in the thematic of HRBAP, Result Based Management and Child protection, Mobilization of local media to support "safe and friendly city for all" project; iii) the organization of workshop attended by all local stakeholder, in the theme of "roles of local stakeholders in protection children and women against violence"; and iv) support to the Local Coordination Committee to elaborate a charter (TOR) in order to define the working mechanisms and facilitate the functioning and coordination between theirs members. This exercise aims to ensure conditions of sustainability of this committee.

Some local interventions were also initiated, i) Protection: aimed at the setup of a local system of protection for children, youth and women, integrating all local stakeholders and ii) Civil society mobilization: aimed at 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. Thus, Marrakech SCFA project responds to the city context characterized by rapid urbanization and aims at limiting its negative effects on the welfare of children. Despite growing up in a city with plenty opportunities and close to modern facilities, many children in Marrakech, especially in the vulnerable neighbourhoods (Médina & Sidi Youssef Ben Ali) are victims of intra urban inequities and do not have access to education and health care services of quality and are exposed to various forms of exploitation, abuse and violence.

The challenge encountered during 2013 is the delay in starting and implementing the study (6 months) compared to the plan.

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:

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

Social Protection axes have supported the Ministry of General Affairs and governance in simulating the impact of the reform of subsidies of essential commodities – a new area of intervention for UNICEF - on children, with important support and coordination with HQ and MENARO and rare quality exchange with PEP (Laval University). Most vulnerable targeting has taken place through continuous reinforcement of the local MODA approach, used for NDG reporting, which will lead to a more global use of the MORES analysis framework, currently designed and used in the Education sector but shared with critical entities such as the High Commissioner for Planning and Conseil Economique et Social. This effort for raising awareness on MORES framework was also implemented through the design of UNICEF’s latest Situation Analysis, which will be released in 2014.

Morocco’s status as a MIC without oil production created a need to develop south south collaboration with similar countries and the technical cooperation between Morocco (ONDH) and Mexico (Coneval) was reinforced and will culminate in 2014 through a stronger capillarity mechanism, sharing good practices with other countries in the neighbouring regions (MENA & WCARO). This trans regional approach is also perceptible through the new phase of support given to Evaluation of Public policies which, inter alla, will support the "Association Marocaine d’Evaluation" attempts to create a trans regional network (involving countries in MENA, WCARO, and CEE/CIS & ESARO).

The focus on evaluation revealed the need to first create and reinforce access to quality data and the programme is supporting the strengthening of national and a territorial information system, supporting a household panel survey targeting 6,000 households and has been asked to provide inouts for the 2014 National Census. In addition to on-going work to relaunch "Moroc Info", a joint UN programme
supporting ONDH has enabled the release of a global data repository system: Al Bacharia (http://www.albacharia.ma/). The programme is also UNICEF Morocco’s focal point for M&E, including its UNDAF component.

Constraints include the high sensitivity of most issues related to policy reform, the high technical level of some areas (especially budget for children), the large scope of the programme and the lack of public availability of existing data. The upcoming 2014 MTR will confirm and insist on the leading role of Social Protection programme and increase its focus, notably in some areas like Urban approach.

On-track

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

Progress:

The different expected results are progressing well, with consideration now given at sectorial level for deprivation as a criteria for programming focus and better availability of data:

1. UNICEF’s support of the household panel survey of the ONDH and to the finalization and dissemination of survey results and advocacy for its utilization will provide publicly available data that can be used to fine tune analysis of deprivation of children;
2. In addition, measurement of poverty and better targeting of vulnerable children to improve the efficiency and equity of public policies represent the core of UNICEF Morocco South-South cooperation: (a) CONEVAL (Mexico). ONDH and UNICEF: a high level workshop was held between the ONDH, CONEVAL and UNICEF on evaluation of public policies and multidimensional approach to measure poverty with concrete measures to be taken with panel survey results (b) Sharing good practice from TAYSSIR (Cash transfer programme in education sector) in Amman regional workshop; and (c) Sharing Moroccan experience in MoRES during Tunis-Workshop on MoRES;
3. Equity in access to health is now considered a major component of public policy support for the elaboration of a brochure on equity in health and this brochure was widely distributed during the key National Conference on Health, held in Marrakech in June-July 2013; and finally
4. The multidimensional approach to measure poverty was applied by HCP, for the first time in Morocco, to achieve their reporting on the MDGs, especially for MDG1. It will be noted that Conseil Economique et Social, a key think thank for public policy has also been briefed on MORES and aims to set up child wellbeing indicators.

In 2014, the approach will also encompass urban situation analysis.

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 reinforced including through new partnerships.

Progress: 2013 demonstrated good progress for the three targets concerning: SitAn, MoRES, promotion of a culture of monitoring and evaluation and MDG reporting:

1. The methodology of the SitAn was developed by consultants (MSI) according to the ToRs and the latest guidelines of SitAn, including the MORES approach. It has been shared with the RO, CO Staff and also with UNICEF’s strategic partners (Governmental, NGOs, and international cooperation);
2. For MoRES, UNICEF Morocco is currently implementing the pilot at the local level in the education sector and the approach was shared regionally through the Mednet meeting. We have already developed and tested tools to conduct this experiment, we also trained national partners on the use of these tools, and they are fully able to apply MoRES themselves. MoRES is also experimented in Health sector through the development of equity tools in health.
3. To promote the culture of M&E, we had supported AME to organize regional forum in M&E issues and the advocacy for the institutionalization of public policies evaluation. Moreover, RBM and M&E training was realized for NGOs working in child protection and also for UNICEF Staff to help them to have more focus in results. UNICEF is also a core stakeholder of UNDAF "Thematic Group on Monitoring and Evaluation" and its Task force, (iv) Data on MDGs is available through the finalization, by HCP, of their MDGs report, with focus in regional, gender and economics disparities;
4. The section is also the focal technical point for the upcoming MTR and has been strongly involved in the design of quick studies on programmes

Constraints include the numerous requirement for stronger M&E, including a need for stronger field M&E and the on-going question of realisation of MICS in Morocco (which authorities do not consider as necessary at this stage, despite upcoming 2015 deadlines)

On-track

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: This IR is at the technical core of the programme and represents a growing opportunity in a MIC environment. The approach adopted in this area with MAGG it’s progressing well: The study concerning the estimation of the impact of subsidy reform on children is
ongoing with an important and exemplary technical support of HQ, MENARO and PEP. At year’s end, two reports had been received by the HQ team on: literatures reviews about (i) impact of subsidy reform on poor population in some similar countries; and (ii) impact of subsidy reform on middle class (because this class, in Morocco, is the most likely to fall into poverty if the reform is badly conducted and includes the majority of children). Also the national consultant has received a strong support from PEP (Laval University) to finalize his methodology especially on how to estimate the impact of this reform on children (access to education, health and nutrition). It’s also important to note that a high mission was organized in Morocco in October 2013 with participation of 2 colleague from HQ’s team (who support this initiative) and MENARO (Technical adviser - Social Policy), and this mission was an important opportunity to meet the new Minister of MAGG who stressed the importance of this study and the work with UNICEF, and he gave his political support for this initiative. This work is very relevant to start discussing with MAGG on the importance of integrated social protection in Morocco. Similarly, the visit of Director of DPS, Jeffrey O’Malley, during the CGLU event, enabled reinforced positioning with HCP, ONDH, Ministry of Interior and Urbanisation.

Challenges and constraints include sensitivity of social policy reforms, the progressive need to converge tools from sectorial levels from the Government, the highly technical requirements of this sector, the difficulty in measuring direct impact on children and – more anecdotally – the fact that the office functions in a mix of French-Arabic language environment and that best practices or resources are mostly in the English-language.

PC 800 - Cross-sectoral costs

On-track

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

Progress: 2013 has been dedicated at the level of coordination at ensuring that all programmes could take advantage of the relative stability of Morocco as a MIC country to pursue upstream efforts for the realization of the rights of children in Morocco.

Equity has been a regular focus of UNICEF’s advocacy work, touching all programmes and activities related to communication, C4D and partnership were actively launched in multiple directions, with successful mobilization of key partners, such as the Parliament, the CESE and young journalists.

In term of cross-sectoral support to high level interventions, UNICEF Morocco has been involved in all sectors in providing major technical assistance for coordination, including through management facilitation of UNICEF’s involvement in the National Conference for Health (leading to a stronger programmatic focus on equity), the Mednet Meeting and involvement in Sectorial Planning in Education (leading to a new positioning for MORES), the support to Regional and Worldwide networking to ensure UNICEF Morocco social policy activities (making this programme a cornerstone of UNICEF’s role in MIC environment) would be sustained and that methodology used for the SItan (through MORES) would be maintained. In Protection, Management ensured the mobilization and technical guidance for the design of the Integrated Protection Policy (aiming at supporting the ministry through an all-actors mobilization), and in local development ensured that UNICEF global participation to the CGLU event would be optimized (giving UNICEF Morocco a key head start in Children in urban environment issue). Morocco was involved in a formative MORES review, an independent EWEA review, is part of a review of upstream and HRBAP inclusion in programming. Focus on innovative approaches can also be noticed through the direct involvement of coordination in the Social Responsibility for University Programme, Voice of youth and Social Media animation. A MTR is being planned in 2014 to ensure that these strategic orientations are well capitalized and potentially put to scale in a South South perspective, Morocco being at the cross road between Africa, Middle East and Europe.

The role of coordination in a MIC will be reviewed through the MTR, since the multiplicity of tasks (from technical support to sections and operations, fundraising, general staff management, advocacy and networking internally and externally, systematic review of all office production) does not fully enable strategic time to be dedicated to long term vision.

In line with global guidance, this PCR will be closed for a new PCR (development efficiency).

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 changes in public policies, behaviours and social norms are made for children.

Progress: 2013, 20th anniversary of the ratification of the CRC by Morocco, was conducive to the implementation of communication and advocacy interventions. The focus was on equity, based on the evidence produced by both UNICEF and its partners. Actions were conducted at different levels and outreach across multiple channels, platforms and audiences to enable and support the political will and commitment to integrate Equity as a principle of programming for children. Among key action undertaken by the section there is the production of the Equity kit distributed to more than 200 key actors with then meetings with government members and other national institutions through a large media campaign.

Advocacy was based on stakeholders’ monitoring, one-on-one discussions with decision makers and through developing strategic partners and alliances such as with Parliament for policy advocacy. Indeed UNICEF and the Parliament organized a national debate on child rights and Equity with the participation of the minister of Social Affairs, the presidents of both houses of Parliament, the Interministerial Delegate of Human Rights, the National Council of Human rights and CSO.
The media have also on several occasions been a vehicle for the voices of children through UNICEF. Social media with a first on-line child consultation and child friendly communication was launched this year. The section also organized meetings with actors from the private sector to develop fundraising.

- In C4D, the office continued its effort to strengthen national capacity and to initiate actions resulting from training undertaken last year: 120 partners trained from UNDAF Outcome groups, NGOs. A social mobilization around the Moroccan school is currently under design. Large social mobilization around the Equity principle during the week of national child day in partnership with the National child right observatory. It involved mainly religious leaders with a message on CRC and child rights broadcasted the Friday 24th May in all mosques in Morocco. The National GWA supported this action. C4D up streaming will be a key focus of the upcoming MTR.

### On-track

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

**Progress:** With regard to daily management most indicators are met, except on DCT, as a result of several factors: late office disbursement, multiplicity of small transactions, and the delegation to partners of complex tasks when UNICEF systems do not enable rapid treatment. While only 46 per cent of OR were raised, this figure is positive considering the ongoing financial environment. 4 donor field visits were organized. 25 proposals were prepared and 100 per cent of reports sent on time. Reinforced monitoring will be seen through a revised IMP, a strong participation to the UNDAF M&E group, a new field assessment strategy and tool, staff capacity reinforcement (through M&E and PPP training), and pursuance of MORES. In addition to technical guidance provided by coordination, especially to Education, Protection and Social policy programme (Health benefiting also from Deputy Rep as OIC for 7 months), setting up partnerships and following up on the most strategic ones became an increasingly heavy charge given the lack of technical capacity by partners and the multiple implications of each partnership. Staff support was provided through timely recruitment of TA and optimal use of VNU & JPO, fully integrated in the team as programme officers, while operations were regularly provided with funding when SB was not sufficient. Daily support and problem solving on all operations related to Vision consumed an time for the coordination team. Cross-sectoral areas such as Gender, HRBAP, Emergency Preparedness, Convergence, development of new partnerships, One UN activities took place but might have lacked strong strategic focus this year, given multiplicity of priorities in an overstretched team. These elements will not be seen as accessory and will be a full part of the light MTR review in 2014, and the UNICEF programme in Morocco will focus on some elements of niche, especially in Health and social protection, while actions in Education and Protection could be streamlined into de facto high upstream impact activities.

In line with global guidance, this IR will be closed for a new IR (coordination)

### On-track

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

**Progress:** In term of cross-sectoral support to high level interventions, UNICEF Morocco has been involved in all sectors by providing major technical assistance, including through management facilitation of UNICEF’s involvement in the National Conference for Health (leading to a stronger programmatic focus on equity), the Mednet Meeting and involvement in Sectorial Planning in Education (leading to a new positioning for MORES), the support to Regional and Worldwide networking to ensure UNICEF Morocco social policy activities (making this programme a cornerstone of UNICEF’s role in MIC environment) would be sustained and that methodology used for the Sitran (through MORES) would be maintained. In Protection, Management ensured the mobilization and technical guidance for the design of the Integrated Protection Policy (aiming at supporting the ministry through an all-actors mobilization), and in local development ensured that UNICEF global participation to the CGLU event would be optimized (giving UNICEF Morocco a key head start in Children in urban environment issue). Morocco was involved in a formative MORES review, an independent EWDA review, is part of a review of upstream and HRBAP inclusion in programming. A focus on innovative approaches took place through the direct involvement of coordination in the Social Responsibility for University Programme, Voice of youth and Social Media animation. South south is a prevalent strategy of the office (with exchanges with Tunisia, Haiti, and China, organized) and 2014 will see several international conferences (protection, preschool, social policy) be organized.

A MTR is being planned in 2014 to ensure that some of these strategic orientations. In line with global guidance, this IR will be closed and merged with a new IR (coordination)

**Constrained**

**PCR 2910/A0/04/800 Programme Support**

**Progress:**

En 2012 16 cibles sur 26 des indicateurs des 3 IRs a ont ete atteints.

**Constrained**

**IR 2910/A0/04/800/001 Effective, efficient Governance and Systems**
Progress:

En 2012 la majorité des cibles fixes pour les indicateurs de cet IR a été atteint ou casiment atteint sauf le manuel des procédures qui n’a pas été finalisé. Aussi les processus de travail ont été développé mais partiellement. Ces deux actions (manuel des procédures, processus de travail) sont planifiés pour le premier trimestre 2013.

Constrained

IR 2910/A0/04/800/002 Effective, efficient management and stewardship of Financial Resources

Progress:

Pour l’année 2012, la majorité des cibles des indicateurs de cet IR a été atteint sauf pour la mobilisation des OR ou la performance est de 69 per cent ainsi que le niveau de solde bancaire qui reste en général élevé par rapport aux besoins de deux semaines du mois suivant. Le bureau a fait beaucoup de progrès dans la liquidation des DCT supérieurs à plus de 9 mois.

Met

IR 2910/A0/04/800/003 Effective, efficient management of Human Capacity

Progress: En 2012 tous les cibles des indicateurs relatifs a cet IR ont ete atteints

IR 2910/A0/04/800/888 HR
Effective Governance Structure

2013 saw a transition between the outgoing and incoming Country Representatives, but an effective hand over was organised, including a three day exploration mission by new Representative, which enabled a rapid orientation on arrival of the new Representative. The transition period (August-October) was ensured by the Deputy Representative and CMT.

The Annual Management Plan was designed collectively (and validated in an all staff meeting) and an Annual Review took place in early 2014. AMP included the following chapters: i) strategic vision, ii) office expected results (programming, operations, management, communication and advocacy), iii) role and mission of committees and focal points, iv) EWEA plan, v) Enterprise Risk Management Plan, vi) IMEP, vii) staff association plan, viii) office improvement plan, ix) Formation and training orientations, x) fundraising strategy (in a separate document). During the Annual Review the issues of strategic advocacy and partnerships and innovation were identified as important new focus.

Staff participation in the management of the office can be summarised through the following indicators:

CMT meetings: 6 out of 6 planned
JCC meetings: 5 instead of 4 planned
Programme coordination meetings: 9 out of 10 planned
Operation coordination meetings: 9 instead of 6 planned
All Staff meetings: 18 instead of 8 planned

The team building exercise initiated in 2012 was completed in 2013 and extensive support was given to the Staff Association.

A new information sharing modality (Monday Morning Meeting) has been introduced in October to ensure that cross cutting issues are shared between all staff.

The CMT has been especially instrumental in the last quarter of the year for the preparation of the light MTR process and of the preparation of the review of the Annual Management Plan. During the latter, more than 25 recommendations were identified and will either be part of the 2014 AMP or be included in the MTR process. This process will also review the governance at UNDAF level, which impacts strongly on office governance (outcome group management, One UN approach). The MTR will also contribute to lead to a simpler and clarified office structure enabling senior management to focus on strategic guidance and UNICEF positioning.

Strategic Risk Management

The environment in which UNICEF operated in is characterized by a stronger stability than neighbouring MENA countries. However, this stability may imply that risks related to work in Morocco might be downplayed although the country faces some risk constraints:

- Early Warning and Early Action tool is regularly updated, and UNICEF Morocco was part in 2013 of a global evaluation of the EWEA function. Considered a good practice amongst UNCT, UNICEF DRR plan has been used as basis for UNCT contingency planning. At local level, partnerships have been created with the Ministry of General Affairs and Governance, in charge of disaster preparedness and response and with Red Crescent, while a model involving Ministry of Education and local authorities for stronger resilience has been tested in Ouarzazate. However, the real role of UN and of UNICEF in government response plan in case of a sudden emergency is still not entirely clear, especially considering that the only relatively high recent disaster in Morocco against which lessons systems have been built is still the Al Hoceima earthquake, a decade ago. UNISDR and UNICEF maintain a mobilization on new concepts to ensure adaptation of tools and response mechanisms but Civil Protection, the Army and ministry of Interior might have the temptation to request support from northern civil protection teams (France and Spain) for training.

- UNICEF Morocco updated its Enterprise Risk Management in 2013 and the tool is provided on line. Identified risks and their mitigation plan include lack of funding, HR difficulties related to high level of departure
for retirement in 2013, difficulties to document RBM in a MIC country, potential conflict between management indicators (spending levels vs results/operational processes vs donor requirement for quick delivery...) and above-mentioned disasters. Elements to be added in 2014 will be the matching of existing staff profile to new priority programme areas as well as the real ownership by government.

- Tools to monitor conflicts of authority are regularly maintained and segregation of tasks is a continuous effort despite small size of the office. The Business Continuity plan was again tested in 2013. UNICEF Deputy Representative is also the usual OIC for UNDSS officer in Morocco. A main challenge for 2014 will be the potential move of UNICEF office to a new location.

**Evaluation**

Morocco was one of the countries that has benefited in 2013 from a formative evaluation of his implementation of MoRES principally in the education sector. The objective of this evaluation was to support continuing efforts across UNICEF to articulate, develop and mainstream the MoRES approach by learning from experience. The evaluation was therefore forward-looking, conceived as a formative evaluation focused on operational learning and practical adaptation rather than on issues of accountability and outcomes. It expected to show how far the adoption of MoRES in Morocco contributed (or has clearly shown the potential to contribute) to improve the lives of the most disadvantaged children. It also tried to note opportunities and risks and analyse the causes of good performance or any shortcomings. At global level, UNICEF Morocco also participated to the evaluation of EWEA, Upstream work and HRBAP approaches.

Reinforcement of Evaluation of Public policies is a key component of UNICEF’s social policy programme, through direct support of through the “Association Marocaine d’Evaluation” and south south partnership with Mexico and CONEVAL. In 2014, a new international conference will be organised by UNICEF Morocco on Evaluation of public policies. New partnerships with the Conseil Economique et Social (social and economic council - http://www.ces.ma/Pages/Accueil.aspx), a high level think thank reporting directly to the chief of government, will enable sector wide evaluations (like the one that CESE just performed on equity in Health).

As regards to management practices, Morocco Office has an up-to-date IMEP which is used to plan and implement evaluations and study in key programmes; For the preparation of the 2014 MTR, in the end of 2013, Morocco had launched 3 external reviews, of three components of his programme: Education; Health and Local Development. The findings and recommendations of these reviews will feed the process of the Moroccan MTR programmed in the beginning of 2014. M&E section in Morocco office had organized in 2013 some sessions of capacity building in Monitoring and Evaluation and RBM for both UNICEF-Staff and national partners.

The office evaluation capacity is still shared between sectorial section chiefs who will draft the first TDRs, which are validated by the chief of Social Policy and M&E, supported by a UNV, before final validation by the Deputy Representative. Choice of consultant or external contractors is performed by the chief of social policy and validated by the Representative, following clear validation grids. It

Constraints include lack of availability of data in some sectors (especially child protection and local data), low reliance on routine systems by institutional stakeholders, lack of coordination on new systems built by sectorial levels or even within sectorial levels (“Communal Information System” to date not compatible with municipalities exceeding 35,000 inhabitants) and surprising limited pool of qualified consultants to perform some evaluation.

**Effective Use of Information and Communication Technology**

In 2013, beside its advisory role, ICT was directly involved in implementation of programme activities. This involved participation to field visits to 11 "Youth Centers" and set up of the necessary ICT software packages. This is a joint project with Ministry of Youths and DELL, in order to decrease disparities “vis-à-vis” numeric education and increase employability skills of most disadvantaged young people.

The office ICT continued to support the UN reform agenda and actively participates in the UN Inter-Agency ICT working group. During 2013, the focus was primarily on efficiency gains and reduction of costs. One of the major
completed projects was the unified Intranet platform which is now already populated with various interagency data. During 2013, the MOU with UNDP was shared with other sister agencies as best practices solutions for ICT DR preparedness. Another realization of the interagency group was the successful adoption of One UN GSM fleet platform, and a new interagency system providing free of charge phone calls, whilst each agency kept autonomy for billing and services. This new system led UNICEF to a 12 per cent reduction on communications fees.

The office has a formal ICT Governance Committee that governs the ICT investments. The committee oversees the ICT investment projects and service management. It continued its activities to provide the management with recommendations to guarantee the conformity with the UNICEF global ICT strategy and to keep up with the staff expectations.

ICT continued to contribute to the office initiative “Green environment” aimed at promotion of environmental awareness, by testing industrial recycled paper for printers and copiers. At the same time, old ICT equipment and assets were sanitized before being disposed through a formal PSB process. The donated ones were offered to local specialized recycling NGO.

In 2013 the office continued to promote the use of remote access solutions to key ICT systems. In addition, the office endorsed the use of the video conferencing platform to improve collaboration with other country offices as well as the use of WebEx and Webinar technologies and supports these services for enhanced collaboration among internal and external stakeholders.

The office continued the policy of rationalized use of ICT equipment; as a management indicator and managed to reduce ICT equipment ratio to staff by 13 per cent this year, following the 15 per cent of reduction last year. Under the RICT supervision and monitoring, the ICT timely completed corporate ICT work plan, in coherence with the Regional ICT strategy.

The ICT Officer is currently serving as Regional User Administrators for the entire MENA region, who acted on over 300 support requests during the last 6 months of 2013; the ICT is also a co-administrator of the UNICEF’s Teams Site on SharePoint platform for MENA.

During 2013 the Reg. Chief of ICT visited the office and conducted a comprehensive assessment of the ICT infrastructure and the management function for improvements; a review of the ICT component of the BCP and MOSS and a review documentation for the upcoming audit in 2014.

**Fund-raising and Donor Relations**

Fund raising in a middle income country remains a challenge, but has been an office priority in 2013.

- 25 proposals have been prepared, 13 were funded (5 are still in process), with a mobilization approach aiming to mobilize national committees (3 visits in 2013, 10 proposals submitted), thematic funds, governments and private sector. 46 per cent of the ceiling (US$ 4.5 million) was mobilized as OR and 99 per cent of grants expiring in 2013 were spent
- Alignment to global priorities, management's will to adhere to pilot initiatives, leadership areas and new processes (MORES, SSC, Violence against women, VSAT) and efficient spending have led to important thematic support from HQ. This effort will be pursued and UNICEF Morocco aims to contribute to global evaluations (OOSCI, EWEA, MORES formative evaluation) to ensure that provided thematic funds serve not only the children of Morocco but global UNICEF efforts
- Alternative funding is being explored, first through alternative staffing (main input in a MIC), with JPOs and VNU’s being given increased responsibility and visibility, and thereby making the case for continuous support.

Constraints include: the recent change of recovery costs to 8 per cent and the combination with NC’s recovery costs; the lack of maturity of local private markets for thematic CSR; the lack of adaptation of UNICEF rules and processes to the demands of private sector for rapid spending; the multiplicity of actors working in the
development sector; specific "neighbourhood status" for main donors (Spain, France, EU, US); and while 100 per cent of reports have been sent on time, an independent review found reporting capacity in the office relatively outdated (lack of HIS, pictures, results not being sufficiently explained).

Management of Financial and Other Assets

The last audit of MCO was in 2008. The next internal audit is scheduled for 2014.

Planning of activities, including supply and payroll are performed taking into account the financial resources available and risks are mitigated accordingly. The utilization rate of IB was 97 per cent and the rate of use of the programme budget was 74.2 per cent. PBA expiring in 2013 were used up to 99 per cent.

Bank reconciliations were made according to DFAM schedule. No issues were encountered at this level.

The CMT met six times during 2013 and decisions were made mainly on:
- Preparation of the 2013 AMP;
- Development of a strategy on cost saving for 2014-2016;
- Update of the ERM;
- IB submission for 2014-2017;
- Update of the fundraising action plan;
- Follow up on the office budget;
- Follow up on DCTs;
- Feedback on the bilateral meetings between the new Representative and staffs;
- Action plan for the 2014 MTR and the year-end activities.

DCT during the last nine months are behind schedule and have a percentage of 20 per cent as of 31/12/2013. MCO faces some structural DCT issues with some partners, and the office is exploring alternative ways to manage cash transferred to these partners.

As a result of several measures taken by the office, mainly related to greening the office and the implementation of the cost saving internal circular, the office has reduced its operating cost by 18 per cent. The office has implemented HACT since 2009. Partners are periodically audited and micro-assessed. The last audit of IPs took place in 2010 and the audit for this cycle is programmed to take place in 2014. The last micro-assessment took place in December 2013 and a macro-assessment was conducted in early 2013 to assess the recent economic developments in the country and overall macroeconomic outlook. A review on HACT was provided, jointly with UNDP and UNFPA, to staff in the middle of the year and training on HACT was provided to some of the programme partners.

Spot-checks and trainings are also performed by operations staffs. Several insurance activities and spot checks will be scheduled in 2014, in preparation for the audit of IPs, as well as trainings on HACT. Trainings on the procedures manual is also planned for 2014 to strengthen IPs’ capacity to implement programmes activities.

Supply Management

Morocco Country Office does not have a supply section. The supply function is handled by programme assistants and the admin assistant.

An internal circular on supply was developed and discussed with staff before it was validated by the Country Representative. A supply training is also programmed for early 2014 with WCARO and the assistance of SD.

Main supply activities in MCO are related to procurement of services or office supply. The office does not have a warehouse and the programme supply of goods is managed mainly through HACT (DCT, Reimbursement or Direct
Payment). Purchase of goods and services is monitored inside the office through CRC for contract of US$ 50,000 and above, and by the Deputy Representative and the Operations Manager for contracts between US$ 20,000 and US$ 50,000. Procured supplies are monitored by the Programme and Operations Staff through Field visits.

The total value of the 2013 office's supplies is as follow:

<table>
<thead>
<tr>
<th>LOCAL PROCUREMENT SERVICES</th>
<th>LOCAL PROCUREMENT GOODS</th>
<th>OFFSHORE</th>
<th>DIRECT ORDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATIONS</td>
<td>64,247.73</td>
<td>49,689.65</td>
<td>4,646.22</td>
</tr>
<tr>
<td>PROGRAMMES</td>
<td>1,288,356.79</td>
<td>-</td>
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The office actively participates in Operations Managers team meetings with other UN agencies. In this context, 3 joint bidding processes have been launched and 3 LTAs for security, telecommunications and ticketing services are concluded. Other tenders are being prepared to cover other common LTAs for procurement of goods and services. The office continues to support the ministry of health to facilitate vaccines procurement through UNICEF Supply Division.

**Human Resources**

In 2013, 5 staff members retired, 3 from Operations section (2 drivers, 1 admin & HR assistant) and 2 from programme section (1 health specialist and 1 programme assistant). The office has recruited a new admin & HR assistant and a driver was promoted to the retired senior driver's position. A third driver is under recruitment.

The health specialist was not replaced as the office is exploring the possibility of abolishing or freezing the post during the MTR that will take place in early 2014. The health programme assistant replaced the retired protection programme assistant.

Office key results and priorities were set out in the AMP after discussion and consultation with all staff during the annual management review in January.

Work processes developed in 2012 according to Vision's requirements were finalized in 2013 and several internal and external trainings were consolidated and recommended by the LTC, and were provided to staff. Support for Vision transactions is still provided by the users and the RO, SD and NYHQ are continually consulted in case of issues.

The teambuilding exercise initiated in 2012 was finalized in early 2013. The recommendations gathered from consultants during this exercise were taken into consideration in the elaboration of the 2013 OIP and PAS and e-PAS.

JCC meetings were held as scheduled and the air staff issues were discussed and solved. A peer support volunteer was elected and the office is conducting elections in early 2014 to elect a second PSV as per the RO recommendation.

2011 global staff issues were addressed during CMT and JCC meetings. 2012 and 2013 OIPs were developed accordingly and a teambuilding was also programmed and implemented in 2012 and 2013, taking into consideration staff issues expressed in the survey.
**Efficiency Gains and Cost Savings**

The office has implemented an internal circular on cost saving, focusing on the use of office vehicles, phone calls, consumption of water and electricity, and development of common services with other UN agencies. Within the framework of meetings of the Operations Manager’s team a discussion took place regarding the implementation of a circular by the Resident Coordinator on greening of the office. In this context, several proposals were discussed including the use of recycled paper for printing, and the installation of equipment for the wise use of water and electricity.

Through the implementation of these measures, the office was able to reduce its operating costs by 18 per cent.

ICT continued to contribute to the office initiative “Green Environment” aimed at promotion environmental awareness, by testing industrial recycled paper for printers and copiers. At the same time, old ICT equipment and assets were sanitized before being disposed of through a formal PSB process, and the donated ones were offered to a local specialized recycling NGO.

**Changes in AMP & CPMP**

The annual management plan was designed through an all staff mobilization process and was reviewed in January 2014. Main recommendations from the plan include a refocusing of programmes and strategies, which have been over-stretched as a result of a combination of partners’ requests, opportunities taken, donors' requirements and new UNICEF orientations.

A stronger focus on transversal issues (gender, M&E, Advocacy, C4D, South South) was also suggested to be included in AMP.

Governance efforts should be more thoroughly reflected with more comprehensive indicators and a general focus towards upstream and strategic focus will take place, especially with reallocating the roles and workload within management team and between management and programme staff. The “task force” approach will also be optimised with currently 16 focal point and 4 tasks forces whose existence and role will be simplified. Staff consultation mechanisms will also be refocused through more systematic consultation of CMT (considering a MTR process) which will replace some all-staff meetings, orientations being given to section chiefs to share information and provide feedback. On the other hand, all staff “Monday Morning Meetings” will be institutionalised in the 2014 AMP.

UNICEF implication in the different UNDAF committees and group will be better reflected so staff’s workload appears properly

The Fundraising strategy will be more embedded in the AMP, especially as regards to role and responsibilities

Programme workplans and results will be limited to one year in 2014 (compared to bi-annual workplans in 2013), given the current MTR process.

As indicated, programmes will be requested to focus their areas of intervention to 2-4 major areas, which will contribute to prepare to the MTR, but this focus will also apply to strategies currently used, with specific internal review of C4D, advocacy, partnerships and service delivery approaches.

The role of operations will be continuously oriented towards a “solution approach” to ensure that processes are taking place transparently in an optimal and risk-managed way.

Finally, a stronger focus will be given to learning, considering not only the need to accompany the EiE process, but also the requirement to ensure that Morocco and Moroccan staff benefit from the global vision and skills of UNICEF, under the reinforced guidance from the Representative.
Summary Notes and Acronyms

Summary
Acronyms (most of which translated from French)
AJI – “Acces des Jeunes a l’Informatique – project providing IT skills to vulnerable youth
AME – Moroccan Association for Evaluation
AMP – Annual Management Plan
CESE – Social, Economic and Environmental Counsel (an independent governmental think thank)
CGLU - United Cities and Local government organisation
CNDH – National Council for Human rights
CRC – Convention of the rights of the Child
CSE – High Council for education
CSR – Corporate Social Responsibility
DIDH – Interministerial Committee for Human rights
DRR – Disaster Risk Reduction
ECD – Early Childhood Reduction
EN – Entraide Nationale (a “parastatal” or “official charity”, working arm of Ministry of Social development)
ENSPF- National Survey on Family Health (local MICS adaptation)
EU – European Union
EWEA – Early Warning Early Action
FAO - Food and Agricultural Organisation
GTZ – German Cooperation
HIS – Human Interest Story (for reporting)
HQ - Headquarters
HRBAP – Human Right Based Approach to Programming
INSAF – Moroccan adaptation of MORES to Education sector (school-based)
JPO- Junior Professional Officer
KM – Knowledge Management
MDG – Millennium development Goals
MIC – Middle Income Country
MORES – Monitoring for Results Strategy
MTR – Midterm Review
N-MODA – National adaptation of multi-dimensional poverty analysis
OIC – officer in charge
ONDH – National Observatory for Human Development
OOSCI – Out of School Study
PEP – Partnership for Economic Policy (Laval University, Canada)
RAM – Result Assessment monitoring
RBM – Result based management
SOWC – State of the World’s Children
SSC - South South Cooperation
UNDSS – UN Security Office
UNISDR – United Nations Disaster Reduction Unit
US – United States of America
VNU – United Nations Volunteer
VSAT – Safe city for all
WB – World Bank
WFP – World food programme
Evaluation

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Other Publications

Lessons Learned

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