

## Morocco

### Update on the context and situation of children

The reporting period covers another year marked by the COVID-19 pandemic. As of 31 December 2021, Morocco recorded 961,000 cases out of 9.9 million tests and 14,844 deaths. Also, by 31 December, 2021, 22.9 million people were fully vaccinated (62.7% of the entire population); 2.7 million of which had received a third dose.[1] On 22 October 2021, a vaccine pass was adopted for entry into public offices and the private sector (restaurants, businesses and others)

The socio-economic impact of the pandemic has been substantial. However, according to the IMF (December 2021), investments by Morocco in expanding social safety nets, accelerating the national vaccination campaign, budgetary and monetary stimulus, and a positive harvest among other factors, point towards improving trends. While the economy contracted by 6.3% in 2020, the IMF predicted growth by the same measure in 2021, among the highest in the region.

After a consultative process involving all segments of society, and at the request of the highest levels of Government, a new development model was unveiled. The new model is informed by analysis of the challenges and opportunities in Morocco's development trajectory and identifies priorities for transformative change – including human capital development (with focus on education, gender and youth), increasing regional investments, and a renewed focus on modern drivers of change such as digitalization. Morocco held elections in September 2021, and in the following month, the government declaration to parliament summarized a programme of work in alignment with the new development model.

The pandemic continues to demonstrate the importance of increased resources for social services. In health, these resources are needed for infrastructure and equipment, human resources, and to meet the demand for better access to quality and affordable healthcare. In 2021, the budget for the health sector increased by 5 billion Moroccan dirhams from 18 billion dirhams to 23 billion dirhams in 2020[2]. The post-coronavirus health strategy prioritizes repositioning primary health care at the center of the health system, decentralization of health programmes to better address geographic inequalities, the acceleration of hospital financing reforms, and digitalization.

Morocco was effective in keeping schools open in 2021, though overall outcomes in education remain mixed. Data from the ministry of education notes the country has increased pre-school coverage to 72.5% in the 2020-2021 school year. It has also improved enrollment rates for adolescents aged 15-17 (71.1 % in the 2020-2021 school year vs. 69.6 % in the 2019-2021 school year). However, no less than 161,837 students left school during the 2020-2021 school year. In addition, 61.4 % of children who completed compulsory education repeated at least one year. In response to the pandemic, online teaching via *TelmidTICE* platforms were extended until the end of the 2020-2021 school year[3]. The COVID crisis has brought renewed attention and urgency to increased funding for education, to improving quality, and to addressing the range of barriers impacting school attendance in rural areas, particularly amongst adolescent girls. The emergency has also highlighted the need to bridge the digital divide for the 45% of children in rural areas. Some 2.6 million children (23 %) benefited from *TAYSSIR*[4] (the cash transfer program aimed at families with children at risk of drop out due to household income) and *DAAM* (a similar program targeting vulnerable women and their dependent children), though these allowances remain low and UNICEF Morocco estimates that they do not cover more than 1.5% of the average expenses of a Moroccan household.

In the field of child protection, 2 % of children (147,000) aged 7-17 were engaged in child labor in 2020, a reduction of 26.5 % when compared to 2019. The majority of these children reside in rural

areas (81 %), are male (79 %), are aged 15-17 (86 %) and are predominantly employed in household work[5]. Official statistics also indicate a downward trend in child marriage from 33,686 in 2018 to 20,738 in 2019 and 12,600 in 2020[6]. However, these statistics do not include customary marriages which remain a persistent practice in a number of regions. There is increasing high level commitment to address the practice in all its forms through a multi-sector approach and to meet related SDG targets. UNICEF Morocco's Situation Analysis Report estimates 84,000 migrants of sub-Saharan descent reside in Morocco; 17.8 % are under the age 14. In a recent acute crisis of children on the move, an estimated 1,000 Moroccan children are in Ceuta and the Spanish mainland since May 2021, highlighting the need for on-going case management and durable solutions to migration.

The COVID-19 crisis has accelerated social protection reforms. The framework law on social protection, passed in 2021, calls for universal health coverage by 2022 and a generalization of family allowances in 2023-2024, among others. This was accompanied by several decrees, including the creation of an inter-ministerial commission to steer the reform. The government also resumed the payment of monthly allowances of USD 220 for workers in the tourism sector during the last four months of 2021[7]. Despite these advances, social assistance designed to increase access of low income and vulnerable populations to appropriate social protection services remains weak, fragmented and inefficiently governed.

Finally, young people and harnessing their potential is an increasing national priority. The situation of young people who are neither in employment, education or training remains concerning, with 1.7 million young people affected between the ages of 15 and 25, the majority of whom are young women living in rural areas (76%)[8].

[1] 2021, MoH, COVID-19 Vaccination Bulletin

[2] 2022, Ministry of Economy and Finance, Economic and Financial Report

[3] idem

[4] idem

[5] 2020, High Commission for Planning

[6] 2020, Ministry of Justice, administrative data.

[7] 2021, Announcement by the Minister of Tourism (effected since December 2021).

[8] 2019, National Observatory of Human Development, Panel Survey

## Major contributions and drivers of results

UNICEF Morocco consolidated results in social inclusion, health, education and child protection in contribution to national priorities.

In **social inclusion**, advances were made in social protection, public financing for children and evidence generation. UNICEF Morocco worked with other UN agencies (especially UNWOMEN, FAO, WHO and UNDP) and the High Commission for Planning (HCP) to conduct a third round of a COVID impact survey. The survey involved more than 120,000 households and ensures disaggregated results by geographical characteristics (regional as well as urban and rural differences). A combined report of the first and second rounds was also produced, distilling the impact of the pandemic on children reviewing social, economic and psychological dimensions.

The impact of the COVID-19 pandemic accelerated political resolve towards *social protection* at the highest levels of Government. Based on the 2020-2030 integrated Social Protection Public Policy, supported by UNICEF, the government adopted in 2021, the national framework law on social

protection which gave impetus to the implementation of universal health coverage (by 2022), child benefits (by 2023-2024), and the extension of pension and other schemes (by 2025)[1]. Also, in 2021, the Finance Law established a “social protection fund” with increasing resources to fund the extension of national health insurance, education-focused cash transfers and cash transfers for widows. In 2023-2024, the government aims for these to be incrementally replaced by the non-contributory family allowances. UNICEF Morocco and partners continue to strengthen linkages between child protection and social protection services particularly as the social workforce is largely constituted from CSOs. And, 12 NGOs through the “Kalimat” network were trained, by UNICEF Morocco, in a series of workshops focused on social protection floors and social accountability.

In promoting *public financing for children* and child well-being, UNICEF Morocco partnered with the MoEF to strengthen capacities across sectors. UNICEF facilitated the participation of over 30 government representatives in 10 sectors to engage in trainings and south-south experience-sharing webinars to review relevant tools and approaches. UNICEF Morocco also supported the MoEF with a financing model for the generalization of preschool and will work with partners to disseminate the findings in early 2022. Finally, UNICEF Morocco facilitated the institutionalization of an inter-ministerial committee under the leadership of the MoEF to promote and monitor the implementation of a child sensitive budgeting using annual budget briefs in key social sectors (education, social development, youth, health and social protection) and child-focused public expenditure measurement. UNICEF continues to work with UN partners (UNDP and WHO) to advance the financing of SDGs. Specifically, UNICEF Morocco partnered with the HCP and MoEF to produce financing strategies that combine new financing instruments and approaches to further leverage the amount and impact of contributions from ODA, IFIs, civil society, and the private sector.

UNICEF participated in a high-level dialogue with the General Directorate of Territorial Collectivities (DGCT) within the Ministry of the Interior to discuss lessons learned in decentralized development planning and to share priorities of the Government. UNICEF Morocco has shared a concept note for partnership that aligns with this vision.

**In health**, COVID-19 continued to play an outsized role in health service delivery. The country has made significant gains in its vaccination campaign. The priority accorded to the vaccination drive and other COVID-19 related actions have absorbed significant human resources.

At *policy and governance level*, the 2019 Integrated National Child Health Policy was translated into a 5-year National Strategic Plan (2021-25) and regional strategic action plans, are being developed in two priority regions targeted by UNICEF support while regional health taskforces are being strengthened. These will serve as milestones towards effective decentralization. In nutrition, a 5-year national roadmap (2021-25) for sustainable elimination of Iodine Deficiency Disorders (IDD) was developed. Advances were also made to improve the availability of adequately iodized salt: the bill for mandatory iodization of all food grade salt was finalized upon consultation with the food and salt industry and submitted to the new Government for approval. The process of reviewing and strengthening the Moroccan Association of Salt Producers has been launched, to be followed by a mapping of salt producers in IDD endemic regions to identify and accompany non-compliant salt producers in meeting standards.

UNICEF Morocco mobilized resources, particularly from USAID to *respond to COVID-19*, particularly in the areas of infection prevention control (IPC) and risk communication and community engagement (RCCE). UNICEF Morocco scaled up emergency support to the MOH and leveraged its resources in support of the introduction of COVID-19 vaccination. UNICEF Morocco supported country readiness for timely and safe deployment of vaccines from central storage to intermediate storage and health facilities. A cold chain capacity assessment identified initial needs. UNICEF Morocco procured 7 ULT freezers for COVID-19 central storage located in Casablanca and 391 refrigerators with ancillary items including personal protective equipment, temperature monitoring

devices, cool boxes, and vaccine holders for health facilities with obsolete or non-performance, quality, safety (PQS) equipment. UNICEF Morocco facilitated the shipment of 4,190,190 doses of COVID-19 vaccines (42 % AstraZeneca, 31 % Sinopharm, 20 % Pfizer and 7 % Jansen) from the COVAX facility out of 10,289,400 doses accepted by the MoH. UNICEF Morocco procured waste management supplies for 1,225 Primary Health Care (PHC) facilities, sterilization equipment for 93 PHC facilities, and 37,500 COVID-19 PCR tests, enhancing health provider and patient safety and reduced risk of virus transmission. Furthermore, national guidelines on health safety in PHC facilities were developed and are in the process of being deployed nationwide.

UNICEF Morocco' expertise in *social and behavior change* in the pandemic response by creating awareness through a double-pronged strategy of targeting both the general public and key population groups including young people, migrant persons, and vulnerable groups such as single mothers and their dependents. Each of these population groups were reached with adapted materials and engagement strategies on COVID-19 transmission, measures for prevention, as well as promoting COVID-19 vaccine acceptance and uptake. Messages were designed jointly with MoH and WHO and disseminated through various communication channels including mass media, social networks, the media, CSOs, key influencers, as well as young people. These efforts reached 21,948,655 persons with an evaluation on impact conducted together with MOH and WHO.

The inception period of the Tripartite Programme (a joint endeavour between MOH, the MOI and UNICEF Morocco) aimed at *reducing preventable mother, newborn and child deaths* was completed. A model for primary health care at community level, that reinforces care through community relay workers, maternity waiting houses and level-2 health facilities, was designed and is currently being tested. A total of 1,170 community relay workers were recruited and equipped with skills in maternal and child health and in social and behavior change communication through tools and job aids developed for this purpose. The experimentation phase was launched in 39 health catchment areas located in three priority regions, where health and nutrition indicators are the lowest. Complementary results include the development of guidelines for establishing local health committees and handbooks for Mother Kangaroo Care at institutional and community level.

In **Education**, national data indicates that 72 % of children have been reached with *preschool education* (an increase from 57.8 % in 2020), with an increase of coverage in rural settings from 47 % in 2020 to 67 % in 2021. UNICEF Morocco supported the MoE with its efforts to improve the quality of teaching by training 3,774 preschool teachers and 66 inspectors on the latest curriculum.

UNICEF Morocco supported national efforts to increase enrollment for *children with disabilities*. It ensured 5979 children in 239 primary schools (of which 2,172 were girls) out of the total 64,321 children had access to inclusive education. UNICEF Morocco facilitated trainings in inclusive education for 171 inspectors across regions and 1,513 teachers in methods for adapting education to children with disabilities. Community awareness around the right to education was carried out at decentralized levels reaching families, teachers, and school management. UNICEF's contribution in inclusive education also facilitated the access of 856 migrant children (including 404 girls) to primary education in three regions.

UNICEF Morocco worked with national actors to scale-up *second chance schools* to 88 in 2023. UNICEF Morocco's direct supported an improved 28 SCSs. These benefited 3,691 adolescents (1,491 girls). In addition, UNICEF Morocco supported the creation of a national network of SCS with a pool of technical experts through an established cooperation with Mediterranean Network of SCS. The content delivered in SCS was improved with a curriculum review and integration of life skills and citizenship-based education approaches (including internships). Management (35 head of schools, including 4 females) and teachers (257, including 102 females) were trained in the curriculum and national standards for SCS.

UNICEF Morocco promoted social entrepreneurship skills within SCS through the UPSHIFT global initiative. As result, 416 vulnerable out-of-school adolescents and youth developed projects to respond to COVID-19 (25 projects) and environmental challenges (13 projects). UNICEF Morocco worked with the Ministry of Youth, Culture and Communication (MYCC) to embed the initiative in various formal and non-formal platforms nationally. During the reporting period, UNICEF Morocco received financial and partnership support (including employer engagement) from private sector partners, Chloe, Nokia (through an agreement with UNICEF Finland) and Orange Foundation. UNICEF Morocco was active in the UN thematic group on youth and worked with agencies on a strategy to revamp the national network of youth centers for skilling young people.

The roll-out of *LSCE* based curriculum remains a key national strategy to address learning quality. UNICEF Morocco supported the development of LSCE based curriculum and co-curriculum for lower secondary schools and their accompanying teaching tools. These were tested and evaluated in 168 lower secondary schools. UNICEF Morocco assisted the MOE with extending LSCE approaches to SCS and with a package of LSCE-informed extracurricular activities. Ongoing monitoring ensures coherence of content across curriculum, co-curriculum and extra curriculum channels.

UNICEF Morocco used varying strategies to improve the *school environment*. Some 84 schools and their management were supported with action plans to address issues such as school drop-out. UNICEF worked with school administration to strengthen safety protocols in the context of the pandemic and to provide hygiene kits. An additional 44 schools were rehabilitated for WASH and 22,046 children were reached with hygiene awareness activities including through leveraged funds from MOE. Importantly, key research products developed with the Higher Council of Education on the impact of COVID-19 on learning such as *Teaching in Times of COVID* and *Time to Teach* (with technical support from *Innocenti*) were instrumental to advocacy with the MOE to keep schools open throughout the year. UNICEF Morocco also collaborated with the Higher Council to host an international seminar on school governance. The seminar started a stakeholder dialogue to plan for an integrated framework.

Progress was made to advance **child protection** services at local and national level to systematically prevent and respond to violence and risks faced by children and to support the professionalization of the social workforce. Collaboration between UNICEF Morocco and the Ministry of Solidarity, Social Inclusion and Family (MSISF) focused on the establishment of the decentralized child protection systems (*Dispositif Territorial Intégrée de Protection de l'Enfance*) in 17 provinces. This included work to set-up inter-sectoral provincial committees, map child protection services and actors, develop actions plans, plan for an integrated information management system, and strengthen the capacities of 400 social workers delivering services to children.

The Government adopted the law on social work in 2021 which aims to professionalize the social work force and to establish licensing and accreditation. Implementing decrees will specify the classification of social work based on the repository of jobs and skills of social workers developed with the support of UNICEF Morocco. In addition, UNICEF supported Standard Operating Procedures (SOPs) for case management. The investment in the social workforce has been instrumental in strengthening coordination between the justice and social welfare sectors in addressing the impact of migration and the referral of migrant children to appropriate services.

UNICEF Morocco continued to cooperate with the Ministry of Justice, the Public Prosecution Office (PMP), the High Council of Judicial Power, the MYCC, High Institute for Magistrates and NGOs to advance child friendly procedures and multidisciplinary approaches within the justice system. UNICEF Morocco strengthened capacities of justice professionals and law enforcement (569 in total). According to the PMP, the number of children in detention has decreased by 30 % since 2017. The proportion of children benefiting from alternatives to detention increased by 5 % when compared to the previous year (11,354 children). In addition, 61.5 % of children in conflict with the law benefited

from non-residential alternatives to arrest and detention (pre-trial and trial) (out of 16,889).

UNICEF Morocco supported partners to strengthen services for 13,830 child victims of violence (including, 7,910 girls) representing a 3 % decline from the previous year. Specifically, UNICEF Morocco provided technical and financial support for front-line service providers, services, and community mobilization which reached 874,255 persons.

UNICEF Morocco contributed to the MSISF's national programme on alternative care in line with UN guidelines (2009). The programme was adopted by the inter-ministerial commission tasked with overseeing action plans for the protection of children, providing an opportunity to reform laws implementing *Kafala*. UNICEF Morocco supported the PMP in the publication of the first judicial guide on *Kafala* measures based on the law n°15-01 on the care of abandoned children. The guide is designed for national actors in child protection and justice following recommendations of the Committee on the Rights of the Child in 2014. It includes recommendations on the potential use of *kafala* in the interest of children on the move.

UNICEF Morocco is implementing a multi-sectoral programme to tackle child marriage including advocacy to improve legislation, strengthen services, and community engagement. A circular issued by the PMP to the courts reinforced the role of public prosecutors in declining requests for child marriage.

Technical support in this process resulted in 12,773 applications against child marriage submitted by public prosecutors to family judges, representing 56 % of the total application submitted. The PMP, notes that some 2,977 requests were approved during the reporting period, a reduction from 18,422 registered in 2018. A key study on child marriage was completed offering data on the judicial and extra-judicial determinants as well as socio-economic factors driving the practice. The findings were launched at a high-level event with the attendance of several ministers marking a milestone towards an integrated roadmap to achieve the related SDG targets.

UNICEF Morocco with the technical support of its partner, International Social Service and the PMP, strengthened capacities of service providers to determine durable solutions for migrant children. Over 115 representatives from 20 departments and CSOs were trained on best interest assessment (BIA) and best interest determination (BID) and the implementation of durable solutions. To respond to the acute and emergency migration needs along the border with Spain, UNICEF Morocco has increased its internal capacity to respond and to coordinate with UNICEF Spain and other regional authorities and has collaborated with three NGO partners (OOF, APISF, and Chabiba) who coordinated service provision to 1,034 children on the move.

[1] March 2021, Framework law N°09.21 relating to social protection adopted by the government and the parliament.

## UN Collaboration and Other Partnerships

UNICEF Morocco maintained its engagement with a broad spectrum of partners to achieve its results. Importantly, each sector strengthened its collaboration with Government entities to prevent, respond and mitigate the impact of COVID-19 on children, particularly the most vulnerable.

UNICEF Morocco advanced public finance for children through a strategic partnership with the MoEF leading to costing analysis for generalizing preschool education and an inter-ministerial committee to promote child sensitive budgeting. UNICEF Morocco also engaged strategically with the EU, WB and

AFD to coordinate support for social protection reform including through a strengthening of South-South cooperation. In health, UNICEF Morocco deepened its partnership with the MoH through emergency programming, a nascent area given Morocco's middle-income status. Due to the pandemic, UNICEF Morocco was well positioned to support a range of areas: supply management, coordination for vaccine delivery, and community engagement (both mass and targeted) as a key strategy in emergency response. This was made possible due to timely and flexible funding primarily from USAID and coordination with WHO, COVAX and GAVI. In education, close engagement with the ministry nationally and locally in priority regions, allowed UNICEF Morocco to advocate for evidence-based programmes on inclusion, life-skills and alternative pathways for vulnerable young people based on data from modeling and community-based actions. The strategic partnership with the Higher Council for Education has also helped produce a series of credible and relevant research products on COVID, teaching and school management. Efforts to render child protection services more predictable and closer to children has necessitated a range of national, regional and CSO partnerships. In addition to funding support, the EU partnership in advocacy and coordination in support of national reforms has been instrumental to UNICEF's Morocco's results in child protection and social protection.

UNICEF Morocco has contributed meaningfully to the UN system. As chair of the inter-agency monitoring group, UNICEF Morocco contributed to the UN programme evaluation, the common country assessment and the development of the next UN cooperation framework. It continued to lead the Education Results Group and invested substantively in the development of the Business Operations Strategy (BOS2.0) including leadership for the procurement working group. Furthermore, UNICEF Morocco engaged in four joint programmes involving a total of 11 UN agencies (especially UNDP, WHO, UNFPA and UNWOMEN): on SDG monitoring and evaluation, harmonization and evaluation of public policies (with special focus on social protection), financing of SDGs, and migration, all helping to draw attention at national level to multi-sector priorities. UNICEF Morocco also partnered with UNFPA and with UNWOMEN to jointly advocate for the prevention of child marriage.

UNICEF Morocco conducted a mapping of potential private sector partnerships for funding, advocacy and joint programming. This conceptualization was coupled with targeted private sector engagement: including a collaboration with Nokia, through the Finish Natcom which offered employee engagement in the UPSHIFT initiative for enhancing skills of young people, the pro-bono support of a leading consulting company to co-design a mother-baby-box for women and children, as well as partnership with agro-business on salt iodization standards.

## Lessons Learned and Innovations

During the reporting year, UNICEF Morocco periodically took stock of the impact of COVID-19 on children in the country and used periodic programme milestones to reflect on opportunities and challenges facing programming, partnerships and operations.

Most notably, the unveiling of the government's new development model provided an important milestone for reflection. Produced in a wholly participatory manner, it summarizes current and emerging priorities for Morocco. It highlights the need for further investments in human capital, recognizing that while advances have been made in access to education, quality lagged far behind. It calls for an extension of the health "offer" to encompass more services at the lowest levels of care. In noting that in 2018, some three regions accounted for 60% of GDP, it emphasizes the need to address inequalities and to accelerate social protection. Finally, it recognizes that young people, particularly young women, face substantial barriers to the labor market. This situation analysis validates UNICEF's programmatic focus and gives important orientation to conceptualize the next country programme within the framework of the next UN Cooperation Framework.

These national developments and UNICEF Morocco's discussions with partners through annual reviews and others point to some key lessons. While acknowledging important contribution to the passing of key policies and strategies with impact on children, UNICEF Morocco's largely upstream engagement will need to increasingly focus on the implementation of these strategies, treatment of bottlenecks, and sharpened support for those who remain most vulnerable at lower levels of service delivery. Therefore, UNICEF Morocco will work with partners on the appropriate mix for regional-level presence and action, national advocacy, and a targeted service delivery focus. Also, the country office has noted the importance of a more integrated approach to programming in the next year. More specifically:

- In social protection, achievements in evidence, convening, capacity building, and advocacy particularly during the pandemic have paved the way for more technical support to partners around the implementation of key national strategies, most notably family allowances. The renewed national interest to professionalize the social workforce has highlighted the need to accelerate collaboration across social and child protection. Strong partnerships with EU and others will allow UNICEF Morocco to continue to support the Government to capitalize on advances in the reform of social protection.
- To accelerate child protection results, UNICEF Morocco will continue to prioritize the territorial system for child protection as a means to standardize and converge services for children, including the promotion of justice for children and alternative care. Direct intervention in response to crisis around COVID-19 and migration confirm an overreliance on NGOs and CSOs for service delivery. Ongoing focus will be required to place child protection within local governance, decentralization processes, and financing. In addition, with recently secured funding, UNICEF Morocco will deepen community engagement for social and behavior change.
- UNICEF Morocco's health programme will work to balance its engagement upstream with the delivery of an effective maternal and child health package at regional level, using progress in regional actions plans, the modeling phase of the tripartite programme on health, and assessments on WASH in health care facilities. The pandemic health crisis provided an opportunity to strengthen the health system for maintaining the delivery of essential health care services specifically at PHC level while reinforcing the quality and safety of care and community participation in disease prevention and health promotion. The COVID-19 response is a good illustration of the contribution of emergency funds in supporting broad health system strengthening beyond a public health crisis. For example, efforts and resources invested in the deployment of COVID-19 vaccination are expected to benefit the national immunization programme and contribute to increased vaccine coverage in the hard-to-reach populations.
- Conducting timely research during the pandemic and UNICEF Morocco's work at both national and regional level was strategic in influencing decision-making in the education sector. Meanwhile, the persistent number of children dropping out of school requires new thinking, partnerships and approaches including a concerted effort to reach and support the rural girl child. The pandemic has demonstrated a significant digital divide, particularly for children residing in rural areas. This combined with research noting that teachers felt ill-prepared for learning and teaching digitally point towards a need to see how digitally learning may help bridge gaps in access and quality. A programmatic shift in line with national priorities to ensure both access and quality in education will require multi-sector approaches that include strategies in financing for education, community engagement, child protection, and health.
- The role of the digital sphere was also pronounced across sectors and will require greater attention; a priority prescribed to by the newly established Government. UNICEF's network online and with partners allowed for mass communication that made it possible to scale



prevention messaging and response services to the pandemic. Often this was done in collaboration with other UN agencies, key influencers, and key population groups for more impact. In health the use of digital technology for building technical capacity, disseminating messages, conducting surveys have been explored under the Tripartite Programme as a result of the pandemic. Similarly, through the UPSHIFT programme, UNICEF Morocco learned how to adapt boot camps around digital literacy and social entrepreneurship for the most marginalized young people.

- Finally, UNICEF Morocco is working to better define its role in bringing attention to the role of climate change and child development using existing work in WASH in health and in education and some initial advocacy work on the topic. Some initial funds have been secured to help inform this work.

The pandemic forced new ways of working and encouraged innovation in programming approaches. Operationally, using the framework of the Annual Management Plan, UNICEF Morocco was supported to undertake a mix of in-person and online work by developing SOPs for simplification, ensuring availability of work tools, and the putting in place flexible measures to allow delivery of results.