

**UNICEF—Evaluation of Phases I and II of the Programme:
“Adolescents: Agents of Positive Change;
Their Right to Participation”**

Country Case Study — Morocco

July 12 – 18, 2011

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« Ce que vous faites pour moi, mais sans moi, vous le faites contre moi »

“Whatever you do for me but without me, you do against me”

Aloys Kamuragiye, UNICEF Morocco Representative, quoting Gandhi
Ouarzazate, July 15, 2011

Executive Summary

As part of a regional evaluation of the programme “The Right to Participation: Adolescents—Agents of Positive Change”, UNICEF contracted Kartini International to conduct an external evaluation of the programme, including a country case study in Morocco. This report presents the evaluation’s purpose and objectives, methodology, findings, and recommendations. The programme was funded by the Swedish International Development Cooperation Agency (Sida) since 2005 and implemented by UNICEF’s Middle East and North Africa Regional Office (MENARO). Implementation of Phase I took place from 2005 to 2007, and Phase II from 2008 to 2011, with extension to June 2012. The programme involved nine (9) countries from the region (Algeria, Egypt, Jordan, Iran, Lebanon, Morocco, occupied Palestine territory, Syria, and Tunisia). The programme has highlighted issues concerning the rights of adolescents and youth in the region, with a particular focus on participation.

Evaluation Purpose, Objectives, and Methodology

The purpose of the evaluation in Morocco was to measure the extent to which the programme attained either its planned and any unintended results during its implementation and improve future development and participation programmes through feedback of lessons learned. It also focused on identifying how the programme’s goal and objectives have been met through Morocco’s implementation of the programme. The evaluation was designed to find out the programme’s relevance, effectiveness, efficiency, and sustainability.

To collect the data needed, the evaluation team first conducted a desk review process of the program documents and preparatory meetings with programme staff at UNICEF Morocco. The team, consisting of an international and a national consultants, carried out a one-week mission in Morocco (July 12 – 18, 2011). It conducted a series of in-country semi-structured interviews with UNICEF staff and partners, as well as focus group discussions with programme beneficiaries, including adolescents and youth based on a modified form of the Most Significant Change (MSC) methodology. The MSC is a form of participatory evaluation that uses a consensus building process to get different groups of programme stakeholders to identify the most significant changes resulting from the programme. Unlike the evaluations in Egypt and occupied Palestinian territory (oPt), the Moroccan country case study did not involve young researchers to help document most significant change stories. In total the evaluation team met with 73 stakeholders and program beneficiaries over seven focus groups and ten meetings.

Phase I and Phase II Programme Goals and Objectives

The programme goal in both Phase I and II was “to create and enabling policy and programme environment allowing adolescents to grow to their full potential and to participate in national development”. This goal was refined more specifically in Phase II to read: “young people have opportunities to take an active part in national development processes in order to inform programme, policy and advocacy initiatives”.

The “Adolescents: Agents of Positive Change” programme objectives in both phases are to:

1. Establish a consistent knowledge base across the participating countries in both phases on adolescents and young people in order to influence policy and programming.
2. Strengthen the capacity of national governments, partners, service providers and young people themselves to streamline their priorities in national policies and to provide support for youth structures and to support networking.
3. Promote opportunities for adolescent participation in friendly spaces through home, school and community.
4. Build partnerships for advocacy to promote the rights of adolescents to development and participation.

The programme “Adolescents—Agents of Positive Change: The Right to Participation” was implemented in Morocco as a joint programme by UNFPA and UNICEF under the title “*Jeunes en action*” (Youth in Action). Phase I of the joint programme was carried out from 2006 to 2008, with a total budget of USD 360,000¹, (\$180,000 for each agency). The source of funds for UNICEF was Sida, whereas UNFPA’s was its regular funds of “Jeunes pour jeunes” (Youth for Youth) project of National Education component². Both agencies had formerly worked on a youth project called “*Youth for Youth*”, which paved the way for the multi-sectoral focus of the *Youth in Action* joint programme.

The following objectives were set for the Moroccan context:

1. Promote effective participation of youth³;
2. Understand current circumstances of youth development;
3. Identify youth skills for national development;
4. Identify major obstacles to youth participation;
5. Develop networks of youth participation and facilitate collaboration between their structures.

In Phase I, the UNFPA/UNICEF joint program focused on laying the cornerstone for effective youth participation through action research and capacity building initiatives. A research on youth participation with young people involved a number of sectors and governmental departments (Education, Youth, National Support Services, Social Development, Employment, Health, NGOs, and others), thereby beginning the process for the development of a sectoral youth strategy, especially in the areas of education and health. The research allowed for a consensus to be reached on the development of a national integrated multi-sector youth strategy, which would be led by the Ministry for Youth and Sports (MoYS) for Phase II of the project.

¹ Godmaire, Lyne. 2008. "Rapport de la mission d'évaluation du Projet Conjoint "Jeunes en Action" - Document de travail Maroc." Rabat: UNFPA.

² UNICEF Morocco. 2007. "Annual Progress Report for Sida - Adolescents: Agents of Positive Change Their Right to Participation." Rabat: UNICEF

³ When listing the Country Office’s objectives, the Progress Reports specify “youth” without specific reference to age-based definitions. The evaluation found that UNICEF Morocco targets adolescents from 10 to 19 years old in certain projects and in other cases young people up to and beyond 24 years old (but below 30). This is consistent with the reality in Morocco where young people often live with their families until their late 20s or until they are financially stable.

Phase II of the programme included three components. The first was the support to the development of a national integrated multi-sector youth strategy, with the purpose of ensuring the engagement of various ministries in youth issues, and encouraging a collective ownership of the strategy. This involved a participatory process with key sectors, NGOs and youth to facilitate the strategy development. The second was the project “Child and Youth Friendly Municipalities” (CAEJ in French), which integrated the rights of adolescents and youth into local development processes, based on the principles of Child Friendly Cities (CFC). This project was slated for institutionalization once it was designed, pilot tested and evaluated in targeted municipalities. The third component related to strategic partnerships and alliances that were to be pursued with media and the UN agencies.

Summary of Evaluation Findings

Overall UNICEF Morocco and its implementing partners have been successful in achieving most ‘Adolescents: Agents of Positive Change’ programme outcomes. The Morocco country case studies unveiled 17 specific findings rated as per the indicator matrix found in Annex 4, measuring the level of relevance, effectiveness, efficiency, and sustainability of the programme.

The summary below outlines how UNICEF Morocco has contributed to each of the programme’s overall objectives.

Objective 1: Establish a consistent knowledge base across the participating countries in both phases on adolescents and young people in order to influence policy and programming:

- In both Phase I and II, UNICEF Morocco launched a series of participatory assessments on young people, in some cases engaging young people to conduct these studies. As a result, young people have been trained in assessment skills, including data collection methods, analysis, and documentation. The outcomes of the researches have led to a better understanding of the needs and priorities of young people. Both UNICEF and its partners have had the opportunity to engage with young people in ways that may have changed how the Moroccan Government interacts with adolescents and youth in the future. A National Conference of Youth in May 2011 was held to which UNICEF made a significant technical contribution. The conference was a first in the Arab world, potentially setting precedence for real interaction and information exchange between young people and government. The research findings have informed the development of a national integrated multi-sector youth strategy. Under the Child/Youth Friendly Municipalities (CAEJ in French) project, a participatory assessment was carried out, which will also serve as baseline data. Some of the interviewed participants were able to describe the research process and the positive gains they subsequently experienced. The findings provide a reliable baseline and knowledge base for future programming and project scale up.

Objective 2: Strengthen the capacity of national governments, partners, service providers and young people themselves to streamline their priorities in national policies and to provide support for youth structures and to support networking.

- To contribute to the above objective, UNICEF Morocco offered workshops designed to strengthen the capacity of institutional partners including: training of trainers in participation techniques, management advice on adolescent and youth participation to national education institutions, child participation training kit, and technical support to

council of elected officials with regard to youth participation and integration of their needs in action plans and municipal budgets. Young people also benefited from capacity building related initiatives and received training in research methodology, facilitation skills, use of social media such as Podcasting, participation, life skills, and engaging in round table discussions.

Objective 3—Promote opportunities for adolescent participation in friendly spaces through home, school and community

- UNICEF Morocco addressed the above objective through the implementation of the child/youth friendly cities concept. The pilot project is being tested in 5 volunteer municipalities where local child/youth councils had been set up. Adolescents and youth are thus given an opportunity to take part in the formal processes of local governance. This improves their relationship with the community and most of all helps them realize that they can contribute to solving the problems they face as a group. It can therefore help them to change the image that adolescents and youth are a liability to the community by demonstrating that they are important assets to society instead. In Morocco, effective municipal level child/youth councils are a novelty, and are increasingly gaining recognition from political stakeholders, the media and adolescents and youth themselves. The project strives to ensure that municipal youth councils will be given a place beyond municipal decisions and plans, specifically at national policy consultation level. There are plans to also link local youth councils to the “Child Parliament” which meets every two years.
- Creating democratic spaces for children, adolescents and youth from a young age is undoubtedly a sure way for forging friendly spaces for adolescent participation. Another example of adolescent friendly spaces is in schools, especially during local children and young people council elections held within the framework of CAEJ. Children and adolescents were able to run successful election campaigns because schools set up a friendly environment where children and adolescents could freely participate either as candidates or voters and enlist the help of their peers, parents, schoolteachers, and community workers.

Objective 4—Build partnerships for advocacy to promote the rights of adolescents to development and participation.

- UNICEF Morocco has built a solid partnership with more than 30 partners in key sectors in the development and implementation of the programme. In 2009, UNICEF was designated by UNCT as the president of the Youth and Education Thematic Group of the United Nations System in Morocco. It still has a seat in the Thematic Group and regularly reports to it on the status of the joint programme activities. The Group was strengthened with the involvement of senior members from participating agencies, specifically at Deputy Representative level. This is also to further support the United Nations Development Assistance Framework for Morocco, which considers youth as a vulnerable group that should be mainstreamed in each of the five UNDAF outcomes, namely; Health, Education, Vulnerability, Governance, and Environment.
- UNICEF has also supported an important workshop on youth and media in Mohammedia, where the main Moroccan University for journalism is situated. A study on “youth in press” was reviewed in the presence of university, journalism school, and local media representatives. The aim of the workshop was to improve the image of young people. Some participants from this workshop were later involved in setting up alternative media (via Facebook) calling for political change and stronger involvement of youth in politics. UNICEF

has been in communication with them so that their aspirations are transmuted into participation.

Most Significant Changes or Results

Young people and adults reported the following changes as the Most Significant Changes brought about by the programme (presented in order of importance):

1. Children and young people's participation in local matters and their learning of citizenship
2. A better understanding of the rights of adolescents and youth for both young people and adults
3. Creation of impetus on adolescent and youth participation at municipal level
4. Increased self-esteem and enriched social life amongst children and young people.

Conclusion

Although the programme will end in 2012, UNICEF Morocco has so far successfully implemented it in partnership with UNFPA. In order to set up a solid foundation for the programme, the Country Office first conducted a range of assessments that were highly participatory involving young people and community and government stakeholders. It also had the opportunity to provide key technical support and input to a national conference involving adolescents and youth and government officials, potentially setting a new format for government-young people engagement in Morocco and hopefully in the MENA region. As well, UNICEF Morocco enlisted the partnership of local authority governments in adapting a Child Friendly City concept to the Moroccan context, with the foresight to replicate and scale up in the future. The benefits to the adolescents and youth who participated in the programme have been significant, as they gained new skills and changes in self-awareness. The programme was also successful in beginning to change adult attitudes towards adolescents and youth to a more positive perspective in which they are perceived as assets to their community and nation.

The programme could however be improved to address the reluctance that some adults feel towards adolescent and youth participation; the vague definition of adolescent and youth participation; the lack of criteria to reach more adolescent girls and young people at risk and those living with disabilities; capacity building for partners on effective adolescent and youth participation approaches; and the inconsistent approach to reaching out-of-school adolescents.

Recommendations

While most of the challenges are context-based, there are some areas within the programme where UNICEF Morocco can make adjustments to strengthen the impact of its initiative on adolescent development and youth participation. The following are all suggestions for UNICEF:

1. Pass on clear messages to both parents and government officials on the benefits of adolescent and youth participation by using local successes achieved so far by both CAEJ and

the national youth summit. Where appropriate, UNICEF can also share successes from other MENA countries.

2. Define adolescent and youth participation within the CAEJ framework in collaboration with young people and government counterparts. UNICEF along with its partners needs to determine its comfort level with respect to adolescent and youth participation and explicitly articulate its intent in CAEJ related guidelines and to young people.
3. Along with its partners, develop a set of criteria and minimum targets for most marginalized and at risk adolescents and youth that should be met by municipalities adopting the CAEJ concept. The guidelines that are being currently developed should address monitoring and reporting of targets related to most marginalized adolescents and youth.
4. Apart from planning for explicit gender equality results, the blueprint for future CAEJ initiatives could also ensure that data collected and reported on is systematically disaggregated by sex and age, as a minimum. Gender equality requirements should be integrated into to replication tools, especially by formulating qualitative indicators to track gender equality related changes over time.
5. Develop a clear plan for capacity building on adolescent and youth participation principles for young people and adults. This is closely linked with the level of adolescent and youth participation that UNICEF Morocco ultimately seeks within the CAEJ project. However, it is our recommendation that UNICEF strive to go beyond an adult-led youth programming model, if adolescents and youth are to be truly empowered. UNICEF should therefore ensure tools developed for replication promote a high quality of participation by adolescents and youth, as well as encourage adolescent and youth-led initiatives and programming. These can start in already existing settings such as schools and child and youth municipal councils.
6. Continue advocating for sustained adolescent and youth participation. Develop a strategy of communication and funding at local (municipal, province, region), national and international level with respect to CAEJ. For example, DGCL allocates funds to municipal budgets every year and has the power to choose certain municipalities by increasing their allocated budget if the municipalities develop initiatives that stimulate local development. UNICEF could support municipalities by helping them prove to DGCL that the CAEJ project is worthy of receiving support from the national budget allocated for local development.

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Acronyms

ADAP	Adolescent Development and Participation
AL	Autorités locales (Local authorities)
CAEJ	Communes amies des enfants et des jeunes (Child/Youth Friendly

	Municipalities)
CBO	Community Based Organization
CFC	Child Friendly Cities
CL	Collectivités locales (Local government/authority)
CLI	Commission locale de l'INDH (INDH)
CO	Country Office
CRC	Convention of the Rights of the Child
CYMC	Child and Youth Municipal Councils
DGCL	Direction Générale des Collectivités Locales (Local Authorities Department)
FGD	Focus Group Discussion
GoM	Government of Morocco
HCP	Haut Commissariat au Plan
INDH	Initiative nationale de développement humain (National Initiative for Human Development)
M&E	Monitoring and Evaluation
MDG	Millenium Development Goals
MDJ	Maisons des Jeunes (Youth Centres)
MENA	Middle East and North Africa
Menaro	Middle East and North Africa Regional Office (UNICEF)
MF	Ministère des Finances (Ministry of Finance)
MoE	Ministry of Education
Mol	Ministry of Interior
MoYS	Ministry of Youth and Sports
MSC	Most Significant Change
NGO	Non-Governmental Organization
ONDE	Observatoire National des Droits de l'Enfant (National Observatory of the Rights of the Child)
SEJ	Secrétariat d'État à la Jeunesse (State Secretariat for Youth)
Sida	Swedish International Development Agency
SP	Secteur privé (Private Sector)
TORs	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

Section I. Background Information

The Swedish International Development Cooperation Agency (Sida) has been funding the regional “The Right to Participation: Adolescents—Agents of Positive Change” programme initiated in 2005 by UNICEF’s Middle East and North Africa Regional Office (MENARO). Phase I took place from 2005 to 2007, and Phase II from 2008 to 2012. Nine countries (Algeria, Egypt, Iran, Lebanon, Jordan, Morocco, occupied Palestine territory, Syria, and Tunisia) have been participating. The programme has highlighted the rights of adolescents and youth in the region, with a particular focus on participation.

UNICEF contracted Kartini International to conduct an external evaluation of the programme, including a country case study in Morocco, one of the nine participating countries. This Country Case Study presents the evaluation mission’s objectives, activities, methodology, findings and recommendations.

1.1 Overview of the Programme in Morocco

In Morocco, UNICEF’s cooperation programme aims to “ensure that the rights of children, adolescents, young people and women, especially the most vulnerable, are taken into account in the system of local government...”⁴ in geographical areas where the poverty rate is deemed high and performance related to education, health and nutrition is poor. The Adolescent programme, both a programme component and a crosscutting theme for the entire programme covering young girls and boys aged 10-19, has set itself the task of “enhancing participation, developing psycho-social abilities, and non-formal education, development of life skills, access to protection services, new information and communication technologies and sports and cultural activities as a way of preparing pupils for a smooth transition to adulthood.”⁵

The programme “Adolescents—Agents of Positive Change: The Right to Participation” was implemented in Morocco as a joint programme by UNFPA and UNICEF under the title “*Jeunes en action*” (Youth in Action). Phase I of the joint programme was carried out from 2006 to 2008, with a total budget of USD 360,000⁶, (\$180,000 for each agency). The source of funds for UNICEF was Sida, whereas UNFPA’s was its regular funds of “Jeunes pour jeunes” (Youth for Youth) project of National Education component⁷. Both agencies had formerly worked on a youth project called “*Youth for Youth*”, which paved the way for the multi-sectoral focus of the *Youth in Action* joint programme.

UNFPA conducted an evaluation of Phase I in 2007-2008, which shaped the strategic direction of Phase II through two key recommendations:

⁴ UNICEF. 2011. "Draft Country Programme document - Morocco - E/ICEF/2011/P/L.10." New York: UN ECOSOC.

⁵ Ibid.

⁶ Godmaire, Lyne. 2008. "Rapport de la mission d'évaluation du Projet Conjoint "Jeunes en Action" - Document de travail Maroc." Rabat: UNFPA.

⁷ UNICEF Morocco. 2007. "Annual Progress Report for Sida - Adolescents: Agents of Positive Change Their Right to Participation." Rabat: UNICEF

- a) Advocacy for the set up of national and regional structures to promote dialogue and mechanisms related to youth participation.
- b) Need to develop a national integrated multi-sector national youth strategy (strengthening of institutional base and youth capacity building).

Through Phase II, UNICEF-Morocco, in partnership with the Government of Morocco (GoM), plans to contribute to the creation of an enabling policy and programme environment allowing adolescents and youth to participate in national development. Phase II of the joint programme was signed in March 2009 by the national implementing partners including the Ministry of Youth and Sports (MoYS), the Ministry of Interior's Local Authorities Department (DGCL-Direction Générale des Collectivités Locales), UNFPA and UNICEF. UNDP also recently joined in on the third component of Phase II related to communication and advocacy. In addition to the National Integrated Multi-sector Youth Strategy, Phase II includes the pilot project "Child and Youth Friendly Municipalities (*Communes amies des enfants et des jeunes – CAEJ*)" in five volunteer municipalities. The USD 900,000 budget for "Youth in Action" is jointly funded by UNICEF and UNFPA, each bringing an equal funding to the initiative.

Evaluation Mission to Morocco

The purpose of the Morocco evaluation was to measure the extent to which planned and any unintended results were attained during the implementation of the "Adolescents: Agents of Positive Change" programme. In addition, the evaluation mission focused on identifying how the overall goal and four programme objectives have been met through the implementation of the programme in Morocco. The decision to have Morocco as one of the country case studies came in at a late point of the planned field research as a substitute to Tunisia. Despite the late decision, the evaluation mission was planned well. In the Morocco field mission however, there were no young researchers involved in the data collection, unlike the two other country case studies in Egypt and occupied Palestinian territory.

The Morocco evaluation mission took place from July 12 – 18, 2011, led by an international consultant, supported by a national consultant. Primary data was collected in Rabat and in the southern provinces of Ouarzazate and Zagora.

Phase I and Phase II Overall Programme Goals and Objectives

The programme goal in both Phase I and II was "to create and enabling policy and programme environment allowing adolescents to grow to their full potential and to participate in national development". This goal was refined more specifically in Phase II to read: "young people have opportunities to take an active part in national development processes in order to inform programme, policy and advocacy initiatives".⁸

The "Adolescents: Agents of Positive Change" programme objectives in both phases are to:

⁸ UNICEF MENARO. 2010. "Adolescents: Agents of Positive Change -The Right to Participation." Amman: UNICEF MENARO.

1. Establish a consistent knowledge base across the participating countries in both phases on adolescents and young people in order to influence policy and programming.
2. Strengthen the capacity of national governments, partners, service providers and young people themselves to streamline their priorities in national policies and to provide support for youth structures and to support networking.
3. Promote opportunities for adolescent participation in friendly spaces through home, school and community.
4. Build partnerships for advocacy to promote the rights of adolescents to development and participation.

Phase II programming focused on consolidating, expanding and working with partners to bring adolescent participation to scale to reach an increased number of adolescents, especially those most marginalized and at risk. An additional area of focus was to influence the design, implementation and monitoring of national policies related to adolescents and youth. This included institutionalisation of the adolescent-friendly learning spaces and centres that were implemented in Phase I.

The key results anticipated for Phase II are:

Result 1: Information knowledge management on adolescents and young people strengthened.

Result 2: Policy and programming: models scaled up and institutionalised.

Result 3: Strategic partnerships and alliances improved.

The Context of Morocco

Morocco's youth population accounts for 21.1% of the total population, with a breakdown of 10.7% among 15-19 years old and 10.4% among 20-24 years old.⁹ Despite their large numbers, it is not until recently that young people have been given a say in national decisions affecting their wellbeing and welfare. 2011 figures from Ministry of Planning (HCP)¹⁰ place youth unemployment rate at 17,6% and the national unemployment rate at 9%. Although Morocco is classified as a middle-income country, its Human Development Index (HDI)¹¹ and its Gender Inequality Index stand at 0.567 and 0.693 respectively, testaments to the persisting social disparities that exist at numerous levels, including between rural and urban areas, the wealthiest and the poorest, the illiterate and the literate, and women and men, adults and young people, and so forth. It is inevitable then that young people in Morocco have been disillusioned by the "lack of perspectives, difficulty in self realization, poor training, unemployment, and the different forms of precariousness..."¹² and have sometimes been resorting to moving to cities or clandestinely leaving the country in search of greener economic pastures.

⁹ UNICEF Morocco. n.d. "Programme conjoint Jeunes en Action, Phase II." Morocco: UNICEF Morocco.

¹⁰ Haut-Commissariat au Plan. 2011. "Situation d'emploi et du chômage au Maroc et ses déterminants structurels et politiques dans un contexte de transition." Rabat: GoM.

¹¹ UNICEF. 2011. "Draft Country Programme document - Morocco - E/ICEF/2011/P/L.10." New York: UN ECOSOC.

¹² UNDP. 2005. "50 Years of Human Development - L'avenir se construit et le meilleur est possible - Morocco." New York: UNDP.

A positive change involving youth has however been sweeping Morocco over the last year, much earlier than the regional revolutionary wave that is now largely referred to as the “Arab Spring”. His Highness King Mohammed VI is at the helm of this historical turn of events, instituting important amendments to the Constitution in favour of greater youth participation in national development. Young Moroccans welcomed the constitutional change but with caution that more changes are still required, especially in the areas of economic and social rights. In addition to constitutional reforms, the GoM has also been working with young people to better understand their needs and capacities through research action projects and national conferences. A recent research¹³ by MoYS was conducted on youth with focus on social media, values, religion, politics, employment, training, social threats, health, the environment, leisure and culture, and sports for all. The published book of the research findings expresses the commitment of GoM to young people’s participation in national development, as stated by H.H. King Mohammed VI:

“...Our ultimate goal is to assure the conditions for a life that is worthy for all Moroccans, especially for the most disadvantaged, and to achieve development for all in which productive employment is created, especially for the benefit of youth, whom We place at the centre of our development policy.”¹⁴ [translation]

In light of these encouraging times in Morocco, the UNICEF Morocco Country Office has optimized its youth programming by accompanying the GoM’s initiative to involve adolescents and youth in a meaningful and visible way in national development processes. UNICEF’s advocacy work on integration of young people in all sectors has strengthened the agency’s credibility in youth matters in the eyes of the GoM and national partners. There is a wide belief that a youth-led revolution similar to the Tunisian and Egyptian ones has been averted thanks to the combination of improved communication between the GoM and youth (an area to which UNICEF has contributed), constitutional reforms, and an increased sense of security amongst youth. UNICEF is however aware of the need to remain vigilant and keep up its advocacy work on youth, especially with respect to adolescent and youth’s rights and participatory implementation of the National Integrated Multi-Sector Youth Strategy under the new Constitution.

Results Specified for Morocco

The major results anticipated from the Sida contribution for Morocco in Phase I and II of the “Adolescents: Agents of Positive Change” programme include:

Phase I

- Result 1. Increased participation of young people in defining their priorities through advocacy and communication.
- Result 2. Strengthened institutional capacity.
- Result 3. Strengthened young people’s capacity and institutional base.

¹³ Ministry of Youth and Sports. 2011. "Le Livre de la Jeunesse." Rabat: MoYS, UNICEF, UNDP, UNFPA.

¹⁴ Ministry of Youth and Sports. 2011. "Le Livre de la Jeunesse." Rabat: MoYS, UNICEF, UNDP, UNFPA.

Phase II

- Result 1. A National Integrated Multi-Sector Youth Strategy is developed and integrated into sectoral action plans through a participatory process involving key sectors, NGOs, and youth.
- Result 2. The pilot project “Children and Youth Friendly Municipalities” (CAEJ - in French) integrating the rights of children and youth into local development processes is designed, pilot tested and evaluated in targeted municipalities with a view of institutionalization.
- Result 3. A communication and advocacy plan is developed and implemented with the participation of young people.

The key operating principles for both phases are that all related programming should integrate the following approaches:

- A rights-based approach - emphasis on human rights at the centre of development work;
- A gender equality perspective - ensuring that adolescent girls and boys have equal access to assets and opportunities;
- An assets-based approach - adolescents as equal partners and effective actors in the national development processes;
- A life cycle approach - definition of critical transition stages in child and adolescent development which can then be linked with appropriate programming.

1.2 Methodology Used and Stakeholders Met

The evaluation in Morocco relied on the following activities for the data collection:

Desk Review

Both evaluators reviewed all relevant programme documents indicated in the references section of this report, including the proposal submitted to Sida by UNICEF in 2004, all donor reports, annual Morocco progress reports, and the 2007/08 evaluation of Phase I in Morocco.

Morocco Evaluation Field Activities

The Morocco evaluation field activities included the following:

- A one-week field based mission, led by an international consultant, with the support of a national consultant.
- Focus group discussions with adolescent programme beneficiaries and community members from the municipalities of Aït Ouallal (Zagora Province), Bni Mathar and Guenfouda (Jerada Province), and Ouisselsat (Ourzazate Province) during the mission.
- Meetings with UNICEF staff, Ministry of Interior, and Ministry of Youth and Sports in Rabat involved in programme implementation in both Phase I and Phase II.
- Interviews with other key informants and project stakeholders, including UNFPA and provincial and local level authorities.

- A focus group discussion with children and adolescents who did not participate in UNICEF supported initiatives.

Annex 1 contains a detailed list of all meetings, interviews, focus group discussions with information regarding the key stakeholders and beneficiaries met with (for example, dates of meetings, location, name of organization, position, gender, etc).

In total the evaluation team met with 73 stakeholders and program beneficiaries spread over seven focus groups and ten meetings. Refer to Annex 2 for details about the types and numbers of persons interviewed and interview formats used.

Data Collection Activities

The evaluation methodology combined two types of face-to-face data collection:

1. A more traditional semi-structured interview process (question-and-answer method) using interview guidelines designed to collect data to determine the relevance, effectiveness, efficiency and sustainability of the “Adolescents: Agents of Positive Change” programme;
2. A series of focus group discussions for adolescent programme beneficiaries and community members, through a modified form of the participatory approach referred to as “Most Significant Change” (MSC) technique.

See Annex 2 for samples of the data collection instruments used or Annex 5 for the most significant change process.

The evaluation was conducted in French in Rabat and in Arabic and Berber in Ouarzazate and Zagora provinces. The team held a summary debriefing meeting with key UNICEF staff to review the evaluation process and validate findings.

Evaluation Methodology

The methodology of the evaluation was developed by Kartini International in cooperation with the relevant UNICEF officials from the UNICEF Regional Office for Middle East and North Africa and the Morocco office. In the evaluation TORs MENARO had requested that the evaluation include participatory approaches and work with young researchers if possible. After UNICEF clarified that the intent was to work with young researchers who had been or were currently involved in the programme UNICEF, the Kartini team developed a methodology for doing so while maintaining the objectivity of the evaluation. This approach was used in both the Egypt and occupied Palestine territory country case studies, but was not possible in Morocco as programme participants had not been trained in community needs assessment methodology.

The participatory part of the evaluation process was limited to one week following the mission of the international and national consultant. To accommodate this time limitation, the evaluation team reduced the normal more drawn out consensus building process involved in the Most Significant Change approach. Instead they ran a series of focus group discussions focused

on finding out what the most significant changes were for the group participants, instead of implementing a multi-layer consensus building evaluation process. While a somewhat less intensive participatory process than a traditional MSC consensus building approach, it still served as a viable vehicle to collect data from programme beneficiaries and facilitated their active participation in the evaluation process.

Most Significant Change Technique

Due to time and financial constraints, the evaluation team used a simplified variation of the “Most Significant Change” (MSC) technique. This participatory methodology focuses on documenting what members of each focus group have found to be the most significant change they have experienced as a result of participation in the programme. In the Moroccan case, it was not feasible to work with young researchers in the collection of MSC stories. Members of each focus group were therefore asked to narrate the most significant change in the form of a story, then write the story down and later read it aloud to the group. Members of the group then decided which two or three stories told by the focus group participants best represented the most significant changes generated by the programme in various domains (for example, skills acquired, increased self-confidence and esteem, changes in relationships with family members). The stories representing the top four themes chosen by each group are included in Annex 5.

The consultants also facilitated the group discussions on identifying the relevant domains of change and choosing an illustrative story to relate and write down. The role of the evaluators focused on guiding the participants to identify the types of changes they have documented and to ask the group as a whole to indicate which changes represented what they thought is the most significant for that particular group.

Definition of Youth

The Convention on the Rights of the Child (CRC) defines children to be up to 18 years old, but UNICEF adheres to UN definitions: adolescents range from 10-19 years old; youth are considered to be from ages 15 to 24, and the term young people covers the age group 10-24 years of age. As far as UNICEF Morocco’s youth programming is concerned, the evaluation found that adolescents from 10 to 19 are targeted in certain projects. Moroccan youth tend to live with their families until they are well into their 20s, mostly owing to their poor financial status and the high youth unemployment rate (17.6%). The definition of youth in Morocco is flexible, corresponding more to status than to a fixed age. This is reflected in the youth programmes UNICEF and government counterparts support, which surpass age 24 in some cases. The Government of Morocco considers young people up to the age 30.

This evaluation report will use terminology for adolescents (10 to 19) and youth (15 to 24). Young people refers to ages 10 to 24. The terminology ‘children’ is also used to refer to project beneficiaries where the minimum age is set to 8 years for some participatory activities (eg. CAEJ).

1.3 Limitations of the Evaluation

The evaluation process and the evaluation methodology encountered the following constraints:

Time and Resources

- *Short lead-time for the Morocco mission:* The Morocco Country Office was willing as a last minute stand-in for the Tunisia Country Office, which was one of the three originally planned for country case study which was unable to participate in the evaluation due to the constitutional elections planned and the transition period the country was in after the Tunisian revolution. UNICEF Morocco addressed the challenge presented by their having only two weeks notice for the mission planning by integrating the evaluation into its already scheduled events. While this provided the opportunity for real-time evaluation of certain initiatives and for project participants from different areas to be readily available in one location, it also brought its own challenges such as long wait times between events and the related interviews and focus group sessions, and insufficient time to conduct one-to-one in-depth interviews with some key local authority officials. Nevertheless it did allow for fairly wide coverage of a diverse range of stakeholders.
- *Focus of the evaluation mission on Phase II:* Once on the ground, UNICEF and UNFPA officials informed the evaluation team that a Phase I evaluation had already been conducted by UNFPA in 2008. UNICEF therefore suggested that it would be more efficient for the team to only focus on Phase II and to consult the Phase I evaluation report for common areas of assessment. As the key informants did not wish to be evaluated twice on Phase I activities and results, the evaluation team followed this suggestion and drew on the 2008 UNFPA evaluation report for related information.

Evaluation Methodology:

- *Absence of parents in focus groups:* Due to the short lead time accorded to organizing the evaluation, it was not possible for the CO to set up a focus group discussion with parents of programme participants.
- *Lack of young researchers in the Morocco mission:* UNICEF Morocco stated early on that it would not be able to provide young researchers who would work with the evaluation team in collecting and writing up the stories of participants. Consequently, the two evaluation consultants had to improvise by asking participants to write up their own stories and read them out loud for the group. The result was that while this enabled each participant to express his/her opinion directly, a consistent quality of how the story was related could not be maintained. The stories were briefer in nature than those collected in the other two country case studies where the evaluation team had access to the assistance of young researchers.
- *Poor quality of translation:* The Morocco office had advised the evaluation team that it would be more cost efficient to work with a translator based in the province of Ouarzazate. Unfortunately, the local translator hired lacked experience in professional translation and local development work. This meant that the national consultant had to put in additional work beyond her original terms of reference to ensure the consistency and quality in the collected stories and to correct the translations.

- *Language barrier in desk review:* Some of the progress reports from implementing partners received were in Arabic, whereas the TORs of the evaluation stipulated language requirements to include French and English for the Maghreb countries. UNICEF and the evaluation team tried to obtain French versions of the documents, but they were not always available.

Section II. Evaluation Findings

A Summary of Morocco Programme Results from Phase I and Phase II

UNICEF began the programme “Adolescents: Agents of Positive Change” with the support of Sida in 2005 (Phase I) and continued through 2008-2011 (Phase II) with nine participating MENA countries. The programme was implemented differently in each country to reflect its specific reality, context and levels of achievement. However, the overall goal of the programme was to create a supportive policy and environment for adolescents and youth to reach their full potential and to participate fully in national development.

Each participating MENA country chose different focuses and strategies for implementation depending on the country context and relevant needs based on the overall goal and common objectives. In the Moroccan context, UNICEF focused on “Developing a vision and set priorities, objectives and strategies to enhance youth participation in the country’s development process.”¹⁵

The following objectives were set for the Moroccan context:

1. Promote effective participation of youth¹⁶;
2. Understand current circumstances of youth development;
3. Identify youth skills for national development;
4. Identify major obstacles to youth participation;
5. Develop networks of youth participation and facilitate collaboration between their structures.

The 2008 Phase I evaluation¹⁷ found that:

- Young people were integrated in the inter-agency initiative (Youth in Action Programme) but should be more involved in all phases of planning, implementation of the different levels of decision processes of the joint programme at central and regional levels.

¹⁵ UNICEF Morocco. 2007. “Annual Progress Report for Sida - Adolescents: Agents of Positive Change Their Right to Participation.” Rabat: UNICEF

¹⁶ When listing the Country Office’s objectives, the Progress Reports specify “youth” without specific reference to age-based definitions. The evaluation found that UNICEF Morocco targets adolescents from 10 to 19 years old in certain projects and in other cases young people up to and beyond 24 years old (but below 30). This is consistent with the reality in Morocco where young people often live with their families until their late 20s or until they are financially stable.

¹⁷ —. n.d. “Programme conjoint Jeunes en Action, Phase II.” Morocco: UNICEF Morocco.

- The project created a space for dialogue and exchange by offering opportunities for creativity for young people, which could serve as a basis for defining a communication and dissemination strategy among schools and the regions, school authorities and school management committees and those involved in the programming of Phase II.
- Work conducted during the meetings, forums and workshops held in the areas where Youth in Action was operational showed a level of regional dynamism that could serve as a springboard for supporting youth strategy development and political dialogue at the central level.

In Phase I, the UNFPA/UNICEF joint program focused on laying the cornerstone for effective youth participation through action research and capacity building initiatives. A research on youth participation with young people involved a number of sectors and governmental departments (Education, Youth, National Support Services, Social Development, Employment, Health, NGOs, other), thereby beginning the process for the development of a sectoral youth strategy, especially for education and health. The research allowed for a consensus to be reached on the development of a national integrated multi-sector youth strategy, which would be led by the Ministry for Youth and Sports (MoYS) for Phase II of the project.

Phase II of the programme included three components. The first was the support to the development of a national integrated multi-sector youth strategy, with the purpose of ensuring the engagement of various ministries in youth issues, and encouraging a collective ownership of the strategy. This involved a participatory process with key sectors, NGOs and youth to facilitate the strategy development. The second was the project “Child and Youth Friendly Municipalities” (CAEJ in French), which integrated the rights of adolescents and youth into local development processes, based on the principles of Child Friendly Cities (CFC). This project was slated for institutionalization once it was designed, pilot tested and evaluated in targeted municipalities. The third component related to strategic partnerships and alliances that were to be pursued with media and the UN agencies.

2.1 Relevance

Indicator 1.1:	Programme objectives address the rights and needs of the target groups (adolescents, parents, service providers, policy makers).
Rating: ¹⁸	Effective: <i>Programme objectives have addressed the majority of the rights and needs of target groups.</i>
Finding 1:	Programme objectives have addressed most of the rights and needs of the target groups, including adolescents, service providers and policy makers.

Both phases of the programme have included extensive participatory research to better enable the programme to meet the needs and rights of adolescents and youth. In Phase I, a study on adolescents by adolescents (10 to 18 years old) was conducted to shed light on these issues:

- Adolescents’ knowledge and awareness of their rights

¹⁸ Please see Annex 4 - Indicator Ratings Chart for Overall Evaluation Framework, from Inception Report

- Adolescents' perceptions of their own status within society
- Adolescents' expectations from all stakeholders
- Participation in democratization processes
- Civic duties and citizenship
- Future aspirations

In Phase II, besides the national youth forums and conference organized by the government and supported by UNICEF to integrate young people's needs and rights into the national youth strategy (discussed under Indicator 1.3), a major participatory study was recently concluded in all the five municipalities of CAEJ (December 2010 – June 2011). The first pilot study was conducted in Ouisselssate, followed later by the four volunteer municipalities. The participatory research followed UNICEF Innocenti Research Centre's methodological approach for Child Friendly Cities and is expected to further inform the programming of the remaining part of Phase II, as well as establish a baseline of indicators and services currently existing in all CAEJ sites.

“La commune commence à se soucier de trouver des solutions aux problèmes des enfants, surtout depuis la réalisation d'un diagnostic participatif, qui lui a permis de comprendre ce qu'ils vivent.” Un acteur communal de Bni Mathar

["The municipality has started to set its mind on finding solutions to children's problems, especially after the participatory assessment that has enabled it to understand what they [children] are experiencing." A municipal official in Bni Mathar]

Findings from the different studies have contributed to strengthen programming to address the rights and needs of young people, as follows:

- 1) Dialogue among youth, institutions and government entities, increasing the likelihood that young people's concern are taken into consideration in policy and programme development and possibly averting an Arab Spring related youth uprisings.
- 2) Efforts to inculcate a culture of participation at local community level, especially amongst local elected officials and leaders.
- 3) Momentum created in favour of children and young people at local community level.
- 4) Adolescents and youth recognized as valuable assets to their municipalities.
- 5) Broad base of knowledge being developed regarding adolescents and youth to create relevant national youth policy.
- 6) Youth awareness on their rights and obligations as citizens.
- 7) Involving adolescents and youth in action research and document findings, thereby contributing to their understanding of their interaction with their environment (authorities, parents, school, etc.) and local governance systems, as well as promoting information exchange among different groups of young people, and building capacity in research skills.

- 8) The right to safe and welcoming spaces in their communities where adolescents and youth learn and spend time together.

Indicator 1.2:	Programme successful in identifying the most relevant partners for this programme.
Rating:	Effective: <i>- Criteria for most relevant partner selection is clearly outlined and used most of the time.</i> <i>- Programme has experience working with and is knowledgeable about effective ways to work with adolescents in the particular sector concerned.</i>
Finding 2:	The Programme has selected partners based on its past collaborative experience and partner knowledge and experience working on adolescent, youth and participation issues. Partners demonstrated a strong interest and commitment to young people's integration into local development processes.

Youth in Action has been managed as a joint programme in both Phase I and II. The UN agencies in charge of its coordination are UNICEF and UNFPA, and government counterparts are the MoYS and the Mol's DGCL (Local Authority Department).

Historically, UNICEF's Local Development Programme addressed children's priorities through its long-standing partnership with DGCL since 1980. From 2002 to 2006 however, a critical shift took place in the partnership of UNICEF and local municipalities. In 2002, a municipal-level planning was piloted with selected rural municipalities, including Ait Ouallal, Ouisselsate, Iguerferouane, and Sidi M'Hamed Amerzouk in the provinces of Zagora, Ouarzazate, Al Haouz, and Essaouira respectively¹⁹. This process integrated a participatory and gender-sensitive approach. Local committees were established consisting of representatives of municipal council members and officials, and local resource persons from State decentralized services, and civil society. The committees, conceived as consultative entities to be led by the municipal presidents, had the mandate to primarily implement childhood-focused municipal development plans. The latter were elaborated through the development of a municipal level study, followed by a participatory research in which residents identified key priorities for action.

By the end of 2006, the process had helped strengthen the advocacy skills of the presidents of the four municipalities, thereby enabling them to lobby with various stakeholders at provincial, regional and national levels to ensure the implementation of municipal development plans on childhood. The pilot project demonstrated that, among others, the Municipality was the preferred partner to promote local development as it was able to develop plans despite its limited means and that the establishment of a partnership amongst the Municipality, External Services and Civil Society was the only way to ensure the promotion and implementation of the rights of the child at the field level. This work with municipalities laid the foundation for further partnership, in which a more involved engagement was required of municipalities, namely to let children and young people have a say into their own and local development processes.

¹⁹ Ezzine, Abdelfattah. 2010. "Recherche participative sur les villes/communes amies des enfants : La Commune d'Ouisselsate - Pour amitié avec les enfants et les jeunes.". Rabat: UNICEF Morocco with Childwatch International Research Network; Children's Environment's Research Group; Bernard van Leer Foundation, UNICEF Innocenti Research Centre.

« La commune est devenue un espace ouvert aux opinions des enfants et des jeunes. »
Un fonctionnaire communal de Ouisselsate
*["The community has become an inviting space for the opinions of children and young people."
An Ouisselsate municipal official]*

In addition, the above partnership set in motion a protocol for working with key government players. At the national level, the Local Authorities Department (DGCL) had the opportunity to fine-tune its implementation approach in relation to some of the project components. For example, in the decentralized context of Morocco, it is the DGCL that oversees CAEJ on behalf of the GoM by providing technical support, capacity building and strategic planning and implementation tools for governors and municipal presidents who are the main coordinators of the project. The DGCL is clearly aware of the importance of ensuring adolescent participation in local development planning.

UNICEF and UNFPA also made a strategic decision by partnering with MoYS on the strategy development component of Phase II. In 2008, UNICEF noted that the MoYS only had a sectoral strategy focused on sports and youth centers. UNICEF lobbied with the then Minister for the ministry to adopt a roadmap for youth, but this was only to become a reality following another round of lobbying after a cabinet reshuffling that led to a change in leadership at the MoYS. With UNFPA also on board, a new partnership was formed to develop a national youth strategy with a broader vision and scope. MoYS was in agreement with UNICEF/UNFPA's proposed plan for youth, and to that end mobilized its resources to become the national lead for the youth strategy development. MoYS believes that "youth represent a population, not a sector", thereby stressing that the development of a national integrated multi-sectoral strategy for young people concerns all ministries, and not only MoYS. To this end, UNICEF has been actively encouraging and supporting the inclusion of other ministries right from the start of the initiative to avoid the risk of the national strategy being viewed as the sole property of MoYS. Line ministries and other national actors have been brought to the roundtable for technical consultations, data gathering, information sharing and, above all, for concrete implementation once the strategy reaches that phase in the near future. UNICEF has been advocating for such a multi-stakeholder approach with respect to the youth strategy, but this commitment already existed since most of MoYS' partner ministries were already working on adolescent and youth issues, further supporting the creation of such a powerful partnership.

The ministry has been open to learning how to engage with young people, when required. For example, it asked for UNICEF's technical assistance during the national youth conference (see Indicator 1.3), which is likely to have brought about the positive outcomes obtained at the end of the meetings, despite a long and difficult process. MoYS is clear on its commitment to provide adolescents and youth an enabling environment that allows them to grow and flourish. It is also cognizant of the importance of including young people, especially those at risk, in youth related national development processes. The challenge however remains for MoYS to go beyond a traditional perception of youth participation and not ease up its commitment to adolescent and youth participation due to the successes of the youth conference, as this essentially represents just the beginning of the work on issues concerning adolescents and youth.

Indicator 1.3: Young people considered as resource people in programme implementation.

Rating: **Fair:** *F/M Adolescents are given the opportunity to serve as resource persons in carrying out programme activities, but this is not followed through consistently during programme implementation.*

Finding 3: There is evidence that the implementation of the programme has significantly relied on young people's vision, opinions and participation.

In Phase I, Youth in Action supported the mobilization of 60 young people and associations to the First Forum on the participation of adolescent and youth in the Scouting Centre in Rabat to share their knowledge and experiences on child participation²⁰.

In 2007, the "Youth in Action" joint programme's work on the national youth strategy started with the appointment of a taskforce, with the primary goal to conduct a study on the needs and priorities of young people. The taskforce carried out a document review on youth and then organized regional consultations with over 4,000 adolescents and youth ranging between 8 to 24 years of age.

Around the same time, MoYS also implemented a survey of young people to better understand their values, needs, and concerns. These initiatives led to a major National Conference on Youth in May 2011, where workshops were held to develop the first draft of the national youth strategy. The conference was attended by 845 youth who elected 50 young people to represent them and discuss their priorities with 20 government officials from different ministries. The composition of youth attendees was as follows:²¹ 60% from associations, 20% from political parties, 20% from educational institutions; 57% were reported to be female. The age range was 15 to 30 years old.

UNICEF was specifically invited to the youth conference to provide technical support in analyzing good practices in the development of the multi-sectoral strategy. It played a key role in ensuring that voices of youth were seriously taken into consideration in the development of the multi-sectoral national youth strategy. According to government and UNICEF officials who were present at the youth summit, the atmosphere was charged and at times confrontational and hostile, with youth putting tremendous pressure on the government. These interactions showed the extent of discontent and hopelessness youth were feeling. The dialogue was however seen as a positive sign, suggesting that the youth involved in the discussions represented "real" young people. In addition, the fact that the government took a risk in holding a lengthy and difficult dialogue among government officials and indignant youth under the same roof from 9 am to 11:30 pm is a testament to the serious attention the Government of Morocco is paying to youth issues, as aptly summed up by a UNICEF official, "*youth issues have become the priority of priorities*" [translation].

For the GoM, the youth conference provided unique opportunities for absorbing the anger of young people, creating a space for real and meaningful sharing, and being the first government in the Arab world to have established a forum for youth participation that has gone beyond

²⁰ UNICEF MENARO. 2008. "Donor Report - Adolescents: Agents of Positive Change, Their Right to Participation - End of Contribution Report." Amman: UNICEF MENARO.

²¹ Figures obtained at MoYS interview.

debate and achieved an action plan. The major result of the summit was the signing of 10 agreements to finance a country wide youth-oriented programme. There is also a belief among key players that the National Youth Conference may have somewhat contributed to averting in Morocco a nation-wide youth insurrection during the Arab Spring.

Indicator 1.4:	Programme activities are relevant for vulnerable and disadvantaged adolescents (due to gender, poverty, ethnic and disabled groups).
Rating:	Poor: <i>Programme has not consulted female/male vulnerable and disadvantaged adolescents in the identification of their needs and potential, and therefore has not taken their different needs and capabilities into account in programme design.</i>
Finding 4:	Programme activities were not designed to systematically take into account the needs and capabilities of female and male vulnerable and disadvantaged groups of adolescents.

Key informants from GoM and UNICEF confirmed that CAEJ programme activities did not make specific financial or methodological provisions for specific vulnerable and disadvantaged youth groups. The primary reason was that project site selection for the CAEJ component was seemingly based on such considerations. Furthermore, it was revealed that, in general, municipalities tend to see adolescents and youth as a vulnerable social group, which unfortunately eliminates in their view the need to further target disadvantaged adolescents and youth. The 2010 participatory research on child/youth friendly municipalities/cities found that in general, people living with disabilities are the “*excluded of the excluded*”²² [translation].

Nonetheless, because the CAEJ approach has built-in flexibility, young members of child/youth municipal councils reported to have attempted to meet the needs of disadvantaged peers through simple initiatives such as the distribution of bicycles for vulnerable families who live far from schools. In addition, most families in the project sites are reported to live in poverty, further complicating the question of programming based on social ranking. UNICEF Morocco is cognizant of the cultural dynamics that take place at the field level among different social classes and attempts to adopt a universal approach based on equity to the extent possible.

As for the strategy development component of Youth in Action, the study component by MoYS was reported to have maintained gender parity, and included urban and rural adolescents and students and out of school adolescents. Still, there is concern on the part of UNICEF how marginalized youth will be included in the strategy implementation. The youth conference demonstrated that youth are demanding change. It remains to be seen how the strategy will succeed in genuinely reaching vulnerable and disadvantaged youth. The youth strategy is an integrated one, in that it relies on the efforts of other ministries in social development and education to focus on adolescents and youth living with disabilities (eg. “*Entraide Nationale*” among others). The challenge for the strategy will be to effectively translate into action the shared vision of the participating government partners and UN agencies on marginalized youth.

²² Ezzine, Abdelfattah. 2010. "Recherche participative sur les villes/communes amies des enfants : La Commune d'Ouisselsate - Pour amitié avec les enfants et les jeunes.". Rabat: UNICEF Morocco with Childwatch International Research Network; Children's Environment's Research Group; Bernard van Leer Foundation, UNICEF Innocenti Research Centre. P. 41

Indicator 1.5:	Regional approach adds value to programme
Rating:	Inconclusive
Finding 5:	Although programme staff have attended training on adolescent and youth programming in the region, the evaluation mission did not allow the verification of the impact of the training on the programme.

The regional approach within the context of MENA did not feature in the feedback received. The 2010 Annual Sida Progress Report²³ however highlights a knowledge management workshop held in Tangier Morocco, focusing on adolescent and youth programming and knowledge sharing. The workshop brought together 40 UNICEF staff and partners from the region and covered timely issues such as adolescents and the role of social media. UNICEF Morocco supported the workshop which was organized by the Regional Office in collaboration with the UNICEF MENA HIV/AIDS network.

Due to time limitation, it was not possible for the evaluation mission to follow up with UNICEF Morocco staff on what they learnt at the workshop or how they applied that knowledge to adolescent and youth programming or the training's impact on the overall quality of the country office's adolescent programming.

Indicator 1.6:	Program contributes to a systematic approach to adolescent development and participation in all components of UNICEF Country Programme
Rating:	Effective: <i>The programme has contributed to 26-50% components of UNICEF Country Programme integrating a systematic approach to adolescent development and participation.</i>
Finding 6:	The programme has introduced a systematic approach to adolescent development and participation in the Morocco Country Programme.

The joint programme started out on the premise that children and young people's participation are integral to the programme's success. Both phases addressed adolescent development through the application of participatory approaches, including research initiatives and project implementation. The series of participatory researches provided an opportunity for the programme to not only gain a greater insight into the development needs of children and young people, but also to better understand their capabilities at different ages. For example, the 2010 research on child/youth friendly municipalities/cities attempted to reach a broad base of participant groups, based on age, gender, and role in community, education, and regional coverage. Young people were split into two age groups, 8-12 and 13-18 years old, and were asked questions that were appropriate to their development stages. Children and young people were given priority in expressing themselves, as a sign that they were expected to be the drivers of the implementation of CAEJ. The studies thus created an opportunity for the programme to learn more about the expectations of young people at different ages while strengthening their participation capacities.

²³ UNICEF MENARO. 2011. "Progress Report for 2010 - The Right to Participation: Adolescents - Agents of Positive Change." Amman: UNICEF MENARO.

UNICEF is more aware than ever of the need to involve young people in each project phase. For example, the pilot project CAEJ has been designed to prioritize children and young people's participation at the municipal level. To that end, 9 pillars²⁴ have been developed to underpin CAEJ and create a systematic approach among municipalities that wish to adopt the concept:

- 1) Children and young people's participation;
- 2) A legal framework that favors children and young people;
- 3) Local strategy for the rights of children and young people;
- 4) Coordination mechanism on the rights of children and young people;
- 5) Impact studies and evaluation;
- 6) Budget for children and young people;
- 7) Periodic reporting on the situation of children and young people;
- 8) Popularizing of the rights of children and young people; and
- 9) Support independent advocacy for children and young people.

The first pillar "Children and young people's participation" requires municipalities to encourage children to be actively engaged in issues that concern them, and for the municipality to hear and ensure decision-making processes factor in adolescents and youth's points of view. Although CAEJ is still in progress, encouraging results have been observed. A UNICEF programme staff shared an example of an adolescent girl in Guenfouda who was empowered by the concept of youth participation and asked the governor of her province why a teacher in her school was absent for a period of 2 months. Prior to CAEJ, children and adolescents would never address authorities directly. It is thus evident that the concept of participation has legitimized the voice of adolescents and youth and has positively shifted their public image within their municipalities.

While the evaluation was not in a position to investigate to what extent a systematic approach to adolescent development and participation in all components of UNICEF Morocco programme has been integrated, it found a solid presence of adolescent development and youth participation projected for the country programme period of 2012-2016.²⁵

²⁴ The joint programme has developed and disseminated an Information Kit on the CAEJ initiative. The kit documents the different experiences of the five communes of Ait Ouallal, Bni Mathar, Guenfouda, Ouisselsate and Tata, and provides background information on the kit, on the concept of Child Friendly Cities, the Moroccan experience of children and young people friendly communes, as well as a description of the 9 Pillars.

²⁵ UNICEF. 2011. "Draft Country Programme document - Morocco - E/ICEF/2011/P/L.10." New York: UN ECOSOC.

2.2 Effectiveness

Indicator 2.1	Effective monitoring and evaluation mechanism in place at regional and country level.
Rating:	Effective: <ul style="list-style-type: none">- <i>The programme's M&E mechanism at regional and country level includes quantitative and a few qualitative indicators related to stated results and unexpected outcomes</i>- <i>M&E generated information is used for planning purposes</i>- <i>There is at least one staff person in each UNICEF cluster and implementing agency who has the capacity/ability to measure programme outcomes and partial impact from an adolescent development and participation perspective.</i>
Finding 7:	The joint programme has relied on the Country Programme's monitoring and evaluation system to collect quantitative and qualitative data at local and national levels, especially for the CAEJ project component. Some of the M&E generated data is used for planning purposes.

Findings for this indicator only apply at national level, specifically at provincial level, as data at regional level was not collected. CAEJ has the comparative advantage of being part of the larger UNICEF local development programme, which has its own monitoring and evaluation system called the "Système d'information communal (SIC)"²⁶. Developed in 2005, SIC²⁷ is a complex data collection software in Arabic that helps municipalities to develop their plans and make decisions related to human and social development in rural municipalities. Quantitative data collected through SIC is disaggregated by age, gender, and other social indicators, which can be useful for comparing regional, national and international indicators. The data collection process was reported to be highly participatory at municipal levels. SIC has also served as a sort of an early warning system for municipalities to identify development challenges as they occur at the field level, thereby alerting them of the need to plan ahead. SIC' strength is that data collected originates from the field level and not from national level, and therefore reflects more accurately the reality on the ground.

Given that SIC does not collect qualitative data, monitoring of CAEJ is done through two annual reviews around July and December in Rabat with all local, national and international partners, as well as through field missions or meetings in Rabat or in other cities for a closer monitoring of project progress. It is not evident from the mission to what extent children and young people take part in the monitoring activities.

In addition, all four partners of the joint programme (DGCL, MoYS, UNICEF, UNFPA) hold a meeting once a year as part of the monitoring and planning process. The findings of the Phase I

²⁶ Ezzine, Abdelfattah. 2010. "Recherche participative sur les villes/communes amies des enfants : La Commune d'Ouisselate - Pour amitié avec les enfants et les jeunes.". Rabat: UNICEF Morocco with Childwatch International Research Network; Children's Environment's Research Group; Bernard van Leer Foundation, UNICEF Innocenti Research Centre.

²⁷ There are three integral parts to SIC: a) Monograph module – covers civil status and other data of communes and "douars"; b) Development plan module – integrates information related to planned projects (strategic development themes, objectives by theme, project sheets, etc.); and c) Performance chart module – produces a set of 60 commune indicators mainly on women and children' situation.

evaluation²⁸ revealed a general weakness in the planning process to take into consideration recommendations made in the monitoring phase. It is not clear whether the joint programme partners have addressed this concern or not.

Indicator 2.2:	Degree of progress made towards achievement of expected outcomes.
Rating:	Fair - <i>Achieved activities are consistent with a few expected outcomes, and some progress has been made towards achievement of expected outcomes.</i>
Finding 8:	Although Phase II is generally on track, its two major components face internal and external hurdles before they can completely achieve the expected outcomes.

According to the status update indicated in the 2010 Programme Logframe Phase II in the Annual Progress Report to Sida, the majority of the expected results have been met. The evaluation team however found that logframes varied in content and presentation for the Morocco programme. The "Morocco Programme Logframe Phase II" omitted all result statements that would be considered as "outcome" statements under each result area, and instead presented activities, which is confusing. On the other hand, the logframe in the joint program's project document offers a more organized and user-friendly presentation of results and associated sub-results ("outcomes"), which are more logically inter-related than in the logframe of the annual progress report, although the results categorization deviates from that of Sida annual progress report's logframe. The project document's logframe organizes results in three distinct areas and even seem to have inspired the monitoring, evaluation and reporting chart to follow the same logic. Given that national level progress reports were only available in Arabic, it was not possible to verify the M&E tools used for the joint programme. Furthermore, the evaluation team found little involvement from programme staff on the development of logframes. It is reported that consultants are hired to design logframes at the end of project cycles, which strongly limits the programme's potential for continuity and sustainability.

The joint programme project components connect results to "groups of activities by results" that should ideally read as "outputs".²⁹ The evaluation team is aware of French language related nuances as compared to English that may favor a more generic choice of wording in the formulation of result statements in order to avoid potential confusion at implementation and follow-up phases. Nonetheless, more consistency among the logframes in the different reports is needed.

Going by the indicators in the logic model of the Phase II project document then, the following conclusions can be made at this time:

²⁸ Godmaire, Lyne. 2010. "Évaluation "Jeunes pour Jeunes", Version Finale 2010, Maroc." Rabat: UNFPA Morocco.

²⁹ UNICEF Morocco. n.d. "Programme conjoint Jeunes en Action, Phase II." Morocco: UNICEF Morocco.

Phase II Results (2008-11)	Indicators	Status – Evaluation findings
1. Information knowledge management - integrated national youth policy developed	- Integrated national youth policy available and validated by the multi-sector committee - indicators targeting young people' situation integrate sectoral action plans that are also funded	Initial activities planned under this result area have been completed (eg. action research, national conference on youth). The national youth strategy has been developed with the participation of young people, but is still being fine-tuned for launch in 2012.
2. Policy and Programming: - Adolescent friendly youth Municipalities pilot project integrating the rights of children and young people in local development process implemented, evaluated in targeted municipalities, in view of its institutionalization.	- Project operationalization guide - No. of municipalities that have adopted the project - No. of municipalities labeled "Friends of Children and Young people" - Evaluation report	- An information kit on CAEJ was produced in early 2011 as a template for other municipalities; and an operationalization guide of the concept along with the tools set is expected to be released at the end of 2011 - 4 rural municipalities were only in the initial plan. An urban municipality lobbied to be part of the pilot phase, bringing the CAEJ municipalities to 5. - 5 municipalities expected to be labeled "CAEJ" in 2012, provided they meet the seal of approval criteria that are being developed - Evaluation report produced (2011)
3. Strategic partnerships and alliances		
A communication and advocacy plan developed and implemented with the participation of adolescents.	- An advocacy and communication plan developed to facilitate the elaboration and implementation of the youth strategy - No. of partnership developed and implemented by youth with the media	- A communication plan was put in place to support the development process of the youth strategy. - A communication and social mobilization plan is also currently being developed to facilitate the implementation of the CAEJ initiative.

The logframe puts the strategy and CAEJ at the same level as results to be achieved. In essence, the national youth strategy is merely an output that has certainly involved participatory national level activities, but is an end by itself within the pre-defined parameters of the Youth in Action programme. The strategy component of the Youth in Action logframe has therefore a shorter vision than the CAEJ, and as such, cannot be measured equally.

CAEJ on the other hand goes beyond an output. It is a multi stakeholder initiative that aims to change the way local governance is conducted. It targets collective behavior around the question of integrating youth participation. It is therefore a long-term goal that is not fairly reflected as such in any of the logframes.

The Morocco office recognizes the need to continue its work on the integrated strategy by lending support to its implementation, especially in the areas of participation, employment, education and protection. By marrying the CAEJ and the integrated strategy components, the Morocco office hopes to demonstrate that change is possible at local level.

Indicator 2.3	Extent to which beneficiaries (adolescents, parents, communities) satisfied with the results.
Rating:	Effective: Beneficiaries are satisfied with majority of programme results.
Finding 9:	Beneficiaries (children, adolescents, youth and adults (excluding parents) expressed varying levels of satisfaction depending on their experience and interaction level with CAEJ. The MSC approach was useful in capturing their explanation. A higher rating for this indicator could not be assigned because the interview sample did not include parents.

Since UNICEF’s principal involvement in the joint programme is the CAEJ project; the evaluation mission was entirely planned around CAEJ project sites. The findings therefore concern only CAEJ beneficiaries. Children and adolescents who were involved in any way in the project expressed overall high satisfaction, as did interviewed adults (elected officials, local and provincial authorities, municipal officials, etc).

« J’ai vécu un changement important parce que j’ai acquis plein de nouvelles connaissances dans de nombreux domaines [...] J’ai aussi appris à me faire plein d’amis, à gagner leur respect et celui de leurs parents, à m’exprimer et à prendre la parole en public et à respecter l’opinion des autres. En plus, j’ai pris conscience des efforts fournis par les fonctionnaires de la commune ; je les connais maintenant personnellement et je les respecte. Dans mon douar (village), la perception erronée que la population avait des jeunes, de la commune et des droits de l’enfant a changé. Les jeunes des différents douars ont aussi plus d’occasions qu’avant de se rencontrer et de faire connaissance ».

Une jeune élue de Ouisselsate

“I went through an important change because I gained a lot of new knowledge on a number of areas [...] I also learned to make lots of friends, earn their respect and that of their parents, express myself, speak in public and respect other people’s opinions. In addition, I’m more aware of the efforts made by municipal officials; I now know them personally and respect them. In my ‘douar’ (village), the erroneous perception that the population used to have about young people, about the municipality and children’s rights has changed. Youth in the different douars have also more opportunities than before they met and got to know each other.”

A local youth council elected official in Ouisselsate

As mentioned in the limitations section of this report, the evaluation team was not able to meet with parents. However, the team had the opportunity to interview children and young people whose participation was either minimal or non-existent but who were still dissatisfied with project activities, specifically with the local youth elections. Project non-participants stated that they were generally unhappy with the promises that some of the election candidates made, but never kept their word once they were elected. When asked what they would do on the next round of elections, they explained that they would not vote for these candidates again. The dissatisfaction of this group was mainly with individual members of the youth municipal council, and not the CAEJ project. However, the focus group discussion was useful in demonstrating the weak link between participating and non-participating adolescents and youth.

The MSC methodology gave each focus group participant a chance to express her/his opinions. As explained in the evaluation methodology section, stories that represented the most significant change were drawn from the 51 stories collected. Both adolescents and adults were given ample time to write down their experiences related to CAEJ and what they consider to have been the most significant change (either positive or negative) in their lives as a result of the project. The following is a summary of the Most Significant Changes³⁰ by order of importance:

Ranking	Most Significant Change (Positive)
1	Children and young people’s participation in local matters and their learning of citizenship.
2	A better understanding of the rights of children and adolescents for both young people and adults.
3	Creation of impetus on adolescent and youth participation at municipal level.
4	Increased self-esteem and enriched social life amongst children and young people.

« Le conseil communal des enfants et des jeunes incite ses membres à grandir et à développer leur personnalité : il leur apprend à revendiquer leurs droits et à défendre ceux de leurs camarades ».

Un jeune élu de Ait Ouallal.

“The children and youth municipal council encourages its members to grow and develop their personalities: they learn to claim their rights and defend those of their friends.”

A local youth council elected official in Ait Ouallal

Since only one group of non-participant children and young people were interviewed, it would not be fair to the project to present here a list of negative stories. Besides, the stories emerging from this specific focus group were not related to experiences that led to negative changes in the lives of the group members. Rather they were simply negative personal experiences or impressions of the interviewed group in relation to one project activity, namely the election of

³⁰ See Annex 5: MSC Methodology and Stories, Morocco

child/youth municipal councils. Nonetheless, the stories speak to some of the teething problems CAEJ faces, including the slow progress of the implementation process and weak communication strategy within project activities.

Indicator 2.4:	Extent to which programme participants (adolescents and other relevant stakeholders) have been involved in planning, design, implementation and monitoring of programme activities.
Rating:	Effective: <i>Participants have been involved in one pre-implementation (planning or designing), and in implementation of programme activities.</i>
Finding 10:	UNICEF Morocco has encouraged and supported the active involvement of programme participants (adolescents and adult community members and leaders) in planning, design, and implementation of CAEJ activities. However, there was no evidence of participant involvement in monitoring initiatives.

CAEJ has been designed in mind with municipalities' potential desire to innovate or adapt it to their specific needs and capacities. UNICEF Morocco has thus supported the various types of engagement adolescents, youth and adult community leaders have been bringing to the table. In most municipalities, children and young people take the initiative to plan activities to celebrate the Universal Children's Day. In the municipality of Tata, child and adolescent municipal councils did rounds to present their action plans to the Decentralized Services at provincial level. Another example of how UNICEF has supported participation includes the involvement of children, young people and community members in action research preceding the design and implementation of CAEJ.

The evaluation team was also fortunate to witness the First Session of the Ait Ouallal Child/Youth Municipal Council in Zagora province, supported by UNICEF. The Session was opened by the President of the Ait Ouallal municipality and attended by the Governor of Zagora, municipality council and local development officials, and UNICEF staff. After a series of speeches by adult council members, Child/Youth Municipal Council members were invited to speak or ask questions. An adolescent girl asked the Governor about potable water for households in the municipality. After similar exchanges of information on this and other issues between the adult and youth councils, the President of the Child and Youth Municipal Council (CYMC) presented the council's action plan to the President of the Ait Ouallal municipal council. The CYMC is no doubt an important component of CAEJ, as it can serve as a model of formal youth participation. For children and young people, it is also a learning process of local governance systems, an important foundation for democratic literacy. The real-time evaluation demonstrated that young members were attentive during the sessions and confident in speaking their minds when invited to. The process is still however heavily adult-led. The first part of the Session, which was officiated by adults, was long and impervious to child/youth participation models. UNICEF still has the opportunity to work with municipalities to render the interaction between CYMC more child/youth friendly.

The evaluation did not find strong evidence of children, adolescents, youth or adult stakeholder's participation in monitoring the project activities.

2.3 Efficiency

Indicator 3.1:	Programme resources used efficiently.
Rating:	Effective: <i>- Programme has utilized existing local capacities (of either right-bearers or duty-holders) and local resources to help achieve its outcomes</i> <i>- A moderate level of additional resources has been allocated by partners/ stakeholders/ counterparts to cover programme costs</i>
Finding 11:	a) The programme has utilized existing local capacities of right-bearers and duty holders to help achieve its outcomes to a certain degree of success. b) Given that the programme is a joint initiative between UNICEF and UNFPA, a moderate amount of additional resources has been allocated by the partner.

The programme has capitalized on the gains achieved in selected municipalities through UNICEF's local development interventions on child health from 2002-2006. The partnership with municipalities equipped community leaders and members with capacities that were later useful for other programme implementations. The research components in both phases contributed to adolescents and adults' increased awareness of the rights of the child. Right-bearers (adolescents and youth) have improved knowledge of their rights, and as a result, recognize the importance of getting involved in governance and local development. Participating in studies related to the youth strategy development or CAEJ required adolescents and youth to volunteer their time. This in-kind contribution trickles all the way down to municipalities and schools, where a great number of children and adolescents volunteer by helping or running in local youth council elections and by serving as members of youth councils.

The evaluation also came across different levels of capacities of duty-bearers. Primary duty-bearers³¹ consisting of parents and teachers were reported to still resist the concept of adolescent and youth participation. Although they are more aware of children and young people's rights than before, most are reluctant to grant them the right to participate in decisions that affect them. Often, they simply do not believe in children and young people's participation in any decision-making processes. The limited understanding of primary duty-bearers of child rights pose an obstacle to the success of both programme components, because they inadvertently encroach on the rights of adolescents and youth to participate. The remaining secondary duty-bearers within the project context (local authorities and State representatives at provincial level) have greater capacities than primary duty-bearers, possibly due to their long-term engagement with UNICEF and other UN agencies, as well as a recognition of integrating young people's rights into local development work, which is a priority for GoM, and timely given the regional momentum set forth by the Arab Spring of 2011. National partners have supported the programme by appointing dedicated personnel to follow through the programme objectives and in the case of CAEJ, by appointing liaison officers who mentor children and young people municipal child and youth council members and serve as the link to adult municipal councils.

³¹ Ljungman, Cecilia. 2004. "Applying a Rights-Based Approach to Development: Concepts and Principles, Conference Paper: The Winners and Losers from Rights-Based Approaches to Development. ." COWI.

As far as the national youth strategy is concerned, UNICEF released a limited amount of funds to support the consultations with youth and the national youth conference, consequently leading to the unfreezing of over a hundred million of Moroccan Dirhams by the GoM at the end of the youth conference, upon which 10 youth-centered agreements were signed. Although UNICEF's initial financial input was minimal, it has proved to have had a catalytic effect on national partners' strategic plan and resource mobilization related to adolescents and youth.

In terms of financial resources, Phase II of the joint programme was funded equally by UNICEF and UNFPA. Both agencies opted to manage their own funds and adjust any imbalances later.

Only the information in UNICEF's column is complete in the table below showing resource contribution by the four partners of the Youth in Action joint programme. The dollar amounts shown for UNICEF are all from Sida funds. The rest of the table shows each partner's main intervention area, and where information was available, the type of contribution made.

Programme Period: 2009 – 2011 Total Budget: USD 900,000	UNICEF	UNFPA	MoYS	DGCL
Nature of Contribution	USD 450,000	USD 450,000	Technical & Financial	Technical & Financial
Sources of Funding	Sida	UNFPA Funds	-	-
Focus areas:				
a) National Integrated Multi-sector Youth Strategy	-	3	3	-
b) CAEJ launch and integration into local development processes	3	-	-	3
c) Communication and advocacy plan	3	-	3	-
Amount received - Agency*	USD 392,884.52	No information	No information	No information
Amount received – Project	USD 332,657.69			
Amount Spent*	USD 346,678.07	-	-	-
Amount Committed* (Communication plan)	USD 60,226.83	-	-	-
Amount Available	USD 46,206.45	-	-	-

* Figures only available for UNICEF. The Morocco CO did not receive the entire \$450,000 as indicated in the project document due to fluctuant exchange rates and overheads. Amount received pertains to the CAEJ project only. The amount available will be spent on the CAEJ project by the end of 2011.

Indicator 3.2:	Objectives and outcomes achieved on time.
Rating:	Fair: 26-50% of objectives and outcomes have been achieved on time.
Finding 12:	The Youth in Action Programme is technically in progress, with a majority of its project activities concluded, but still with a few milestones to be reached.

In Phase II, activities related to the national youth strategy development were held within the stipulated time. The youth strategy is currently being elaborated and is expected to reflect the new constitution of Morocco. The strategy will be launched in 2012. It is also important to note that the strategy merely concerns an output, and not a long-term outcome like the CAEJ.

Given that CAEJ is a pilot project, a significant amount of groundwork had to be carried out at various levels before design and implementation phases. As a result, there was a one-year delay in starting the project. Preliminary activities included feasibility studies, study trip for Moroccan delegation to France, workshop for adapting the CAEJ concept to Moroccan context, and criteria definition and selection of pilot municipalities. The table in Annex 3 shows that activities planned so far have been achieved on time. However, given its late start, CAEJ has been extended by another year, which makes essentially this evaluation a mid-term assessment. It would therefore be unfair to categorically conclude to what degree planned activities have been achieved within the allocated time, as only less than two years of work has been carried out so far (2010-2011). CAEJ is still “in progress”.

Indicator 3.3	Inputs and outputs distributed among different age groups of adolescents (10-14; 15-19).
Rating:	Fair: <i>- Approximately 1/3 of inputs and outputs allocated to one specific age group and 2/3's to the other.</i> <i>- Few criteria defined for distributing inputs and outputs among adolescents of different age groups.</i>
Finding 13:	The programme has not developed a clear set of criteria for distributing inputs and outputs by age group, relying loosely on the CRC age definition of children up to 18 years old.

UNICEF Morocco uses the Convention for the Rights of the Child’s (CRC) definition of children’s age from 0 to 18 years as age reference point. In reality however, the CAEJ project reaches young people up to the age of 24 years. This is also based on the reality in Morocco, where youth unemployment rate is high at 17.6% and young people remain dependent on their families’ income for a long time. Some CAEJ activities (eg. participatory research) covered different age groups, suggesting therefore that although associated inputs for this activity were distributed among different age groups (eg. specific questionnaires developed for two age groups: 8-12 and 13-18 years old), no coherent approach exists at the design and planning stages.

The national strategy development included activities such as the national youth conference where the age range of youth and beyond involved was from 15 to 30 years. No other information was available on how the national youth strategy will define youth age groups.

Indicator 3.4: Gender equality considered in allocation of resources.

Rating: Poor: *Allocated resources do not take gender equality into consideration.*

Finding 14: *The programme does not make gender equality considerations in allocation of resources.*

Due to its experimental nature, CAEJ has some margins for innovation, which have allowed it to evolve in different ways from one municipality to another. In some municipalities, gender equality has been given priority by the municipality or by children/adolescents/youth. This was especially evident in the municipal youth council elections where Ouisselsate and Bni Mathar chose to have a quota for girls as elected officials. Other municipalities did not follow this example, but opted for out-of-school adolescents representation in elections. This highlights the need for a clear guidance from the programme on gender equality, given that diversity can be interpreted in different ways by each municipality. Although it has not been done so far, it is expected that gender equality considerations will be explicitly defined in the tools being prepared for the scale up.

Again, as part of a project activity tied to the national strategy, the needs analysis is reported to have had a 50:50 gender composition. This is excellent, but it brings up the question of how the national youth strategy will endeavour to address gender equality issues.

In general, it would be fair to state that the programme has been designed with a consciousness of a rights-based approach, equity, sustainable development and participation. However, no clear guidelines, funds or resources have been earmarked to promote gender equality within the programme. Sida funds were used more specifically for technical activities, given that funds for eliminating discrimination and violence against women can be accessed through MDG funds. For the Morocco office, activities such as gender trainings are viewed as more strategic and falling outside the scope of the Youth in Action programme. Based on the above, one can question if this is the most strategic approach to ensure gender equality in the programme.

2.4 Sustainability

Indicator 4.1: Level of buy-in by national partners (government and civil society).

Rating: Effective: *Programme and policy documents at the community and national levels integrate references to processes, resource allocations and results that demonstrate ethical, sustainable and meaningful adolescent participation is taking place in most policy or programme components.*

Finding 15:

- a) CAEJ: National partners' buy-in is evident at local and provincial level, but needs further strengthening at national level.
- b) Youth Strategy: National partners' buy-in demonstrated at national level.

It took a lot of advocacy and negotiations on the part of UNICEF to bring national partners on board between 2008 and 2009 to youth programming. The political environment changed gradually, creating an entry point for UNICEF and UNFPA. Despite initial resistance stemming from advisers within the national ministries, the royal intervention in favour of youth

participation brought an instant change to how youth participation has since been perceived within the different ministries.

Within the CAEF project framework, national partners include all levels of government: national, provincial and local. However, since CAEJ’s implementation is primarily dependent on local and provincial level partners, the buy-in at that level tends to be higher than at national level. This is not to discredit the work done by the DGCL to popularize the CAEJ approach under the 2009-2015 national decentralization programme, but more to emphasize the need for improved communication and advocacy in securing the complete support of the national level partners, especially in resolving the issue of limited funding for child/youth councils. Skepticism persists at national level about youth participation in development and democratic processes. Even if municipal and provincial actors are committed collaborators, they require the willingness of Ministries to mobilize State resources to local levels. In the current political context, there appears to be a need to dispel the myth that a project such as CAEJ can create expectations among young people that the government would not be able to meet. A well-articulated and sustained message from the MoI/DGCL could allay such fears and even contribute to increase budget amounts allocated to CAEJ municipalities by DGCL.

The youth strategy has the highest political level of buy-in in the country. It is overseen by the Prime Minister’s office and coordinated by the MoYS. It has become a national phenomenon with potential regional significance.

Indicator 4.2:	Measures to ensure sustainability of programme outcomes included in programme design at national and regional level.
Rating:	Fair: <i>There are a few mechanisms to ensure sustainability of programme outcomes at either national or regional level.</i>
Finding 16:	There are specific measures integrated into the programme to ensure sustainability of outcomes at national level.

Key measures for ensuring outcome sustainability in the context of CAEJ include the integration of CAEJ into the existing framework of the country office programme, namely, local municipal development plans at first and then in the 2012-2016 CPD. Local municipal development plans play an important role in helping municipalities and provinces appropriate the CAEJ concept. The 2012-2016 CPD has set itself the task of establishing 35 Child Friendly Centres within the stipulated programme timeframe.

The “Plan de convergence” is also another strong tool for promoting sustainability, as it essentially shows UNICEF Morocco’s initiative to insert the CAEJ concept into various sectors, especially education and health sectors.

Furthermore, the Child and Youth Friendly Cities project presents adolescents and youth with the opportunity to be actively involved in their own municipal council. There is a referent in the adult council who serves as a point of liaison between the adolescent and youth and adult councils, and also mentors and coaches adolescent and youth council members. Child/youth councils do not yet have their own budgets, but adult municipal leaders are hopeful this will be resolved soon. UNICEF is also pursuing collaboration with the National Observatory for Children

Rights, which leads the Parliament of Youth, to have a more formal relationship with the municipal youth councils.

« Même si le CAEJ s'arrête, le conseil communal des enfants et des jeunes va continuer. C'est intégré dans le tissu associatif qui s'intéresse aux enfants et aux jeunes. » Membre (adulte) du Conseil d'une commune.

[*“Even if CAEJ stops, the local child/youth council will continue. It is integrated into the social fabric of the municipality”*. An adult member of a Municipal Council]

In terms of resources for the future, CAEJ has just received a pledge from the Lithuanian Committee in Morocco (\$50,000) and a total of \$97,000 from the British Committee and UNICEF's regular budget for the year 2012.

As far as the national youth strategy is concerned, it has been part of MoYS' plans, with the potential to benefit from their budget. The youth strategy is in the finalization stages, but since it has caught the attention of the Royal Cabinet, it is expected that funds will be allocated to its initial operationalization. Nonetheless, material and human resource mobilization is key to the success of the strategy's implementation in the long-term. There is a tendency in Morocco to build physical structures as evidence of a project, as opposed to strengthening human resource capacity, especially young people's learning. In this case, if the government opts for building more adolescent and youth centers, sustainability may be a challenge as there are a series of complex issues to consider and assess, including running and maintenance of centers and availability of public staff.

Indicator 4.3:	Replicability of model in other locations/regions
Rating:	Effective: - Most of the programme components can be replicated in other locations/regions. - Other organizations have inquired about how to replicate the programme elsewhere and have visited the programme to research how to do this.
Finding 17:	A significant component of the programme - the CAEJ project - will be replicated in other locations in Morocco.

The implementation of CAEJ in the five pilot municipalities has attracted attention from other municipalities such as Chefchaouen and Mohammedia as well as international agencies like the Canadian Cooperation, USAID, France's Programme Concerté Maroc, etc. However, the results of the pilot phase must be assessed before any scale up can occur.

CAEJ was specifically designed for replication and scale-up. The pilot phase has been strategic in enabling national partners and UNICEF get an insight into the feasibility of applying the concept to the Moroccan context. UNICEF, in collaboration with municipalities, is developing a toolkit

that would guide and assist new cities and municipalities to implement the child friendly city/municipality concept. Knowledge management of CAEJ in the five pilot municipalities has been integral to the tool development process. A modest but encouraging start to that end has been the production of a user-friendly information kit that documents each municipality's experience.

UNICEF Morocco plans to replicate CAEJ in the Oriental province of Morocco next year, depending on timely availability of replication tools. The 2012-2016 CPD³² states that "The establishment of community-level children's and youth councils will be replicated to promote wider participation and will be linked with national initiatives, including children's parliament."

³² UNICEF. 2011. "Draft Country Programme document - Morocco - E/ICEF/2011/P/L.10." New York: UN ECOSOC.

Section III. Challenges, Conclusion and Recommendations

Challenges

The Youth in Action joint programme is implemented in a context of numerous barriers, including:

- *Uneven appreciation and commitment to youth participation:* There is a general unease or fear with the concept of adolescent and youth participation, especially among parents and some community members. Given that the evaluation team did not interview parents, local authority officials who expressed this sentiment were clear about the importance of finding strategies to convince parents of the need to involve their children and young people in community development issues. There is also some reluctance at government levels, despite the significant leaps made so far with regard to adolescent and youth participation. As mentioned in the report, there is concern by some government officials about raising the hopes of young people: “Young people have urgent expectations that cannot be immediately met, so we must be honest with them and not promise too much” (GoM official).
- *Vague definition of adolescent and youth participation:* Within the specific framework of CAEJ, there is a possibility that parents and other adults’ fear about youth participation stems from a lack of understanding what youth participation actually means. Research and literature on youth participation shows that the concept is defined in many different ways. On its own, adolescent and youth participation can be ambiguous as it has a broad meaning that encompasses different degrees of involvement, ranging from expressing an opinion to actively taking part in initiatives related to education, health, protection, governance, socio-cultural, and economic rights. Clarifying the goal of CAEJ in terms of what type of adolescent and youth participation is ultimately sought can also calm adults’ fears and resistance to involve adolescents and youth.
- *Criteria inexistent for reaching most marginalized adolescents and youth:* This poses a serious challenge to UNICEF as it hinders its ability to meet its own mandate. According to a government official, “vulnerability is all relative in Morocco”. Subsequently, the Youth in Action programme components have not been effective in reaching the most vulnerable adolescents and youth. For municipality-based projects such as the CAEJ, the question of targeting the most marginalized is a contentious issue as the project design where beneficiaries are determined is left up to the municipality. The general attitude is that the municipality knows best who are its most vulnerable and at risk adolescents and youth. While this is a reasonable and possibly a realistic approach, it introduces the likelihood of leaving out an entire population segment.
- *Weak gender equality considerations in planning, implementation, and tracking results – no data disaggregated by sex:* Although Municipality Charters for local development stipulate a 25% target for girls’ participation; this is not followed through the CAEJ project. While leaving some room for innovation is stimulating for local development, CAEJ guidelines and tools should include non-negotiable clauses such as strategies to increase

gender equality. Current CAEJ activities do not have a consistent approach to gender equality. In fact, it appears that the issues of gender equality and most marginalized adolescents and youth are perceived as interchangeable. Both are important issues that should each be accorded special attention and programmatic interventions, and should not be viewed as one replacing the other.

- *Need for adult capacity building regarding youth participation principles:* The evaluation team commends the Morocco CO for the outstanding efforts it has exerted with regards to relaying the message of adolescent and youth participation to the local level. Nonetheless, given the infant stage of the CAEJ project and prevailing attitudes against adolescent and youth participation in Morocco, there is a need for training local project partners on how to engage with adolescents and youth. Having sat as observers throughout two major youth-focused events in Ouarzazate and Zagora provinces, the evaluation team noted that a traditional approach was followed in both occasions. In the formal format of the meeting, adults spoke first and in great length, while adolescents and youth only expressed their views upon cue from adults. The events appeared to serve as an occasion for adolescents and youth to watch and learn from adults, potentially blocking opportunities for innovation and creativity from the young people. The evaluation team recognizes the importance of local protocol of official and formal meetings, but questions the possibility for real exchange and communication to take place in a forum that is controlled by adults. Again, given the novelty of adolescent and youth participation in Morocco, it is understandable that an “adult-led youth participation model” is prevalent. However, UNICEF has the opportunity to gradually help steer this model towards a more “adolescent and youth-led approach”. But the process to that end can only begin with sustained capacity building of both adults and adolescent and youth project participants.
- *Inconsistent approach to reaching out-of-school adolescents:* CAEJ activities such as the child/youth municipality council elections were based in schools where mobilizing students for election campaign is much easier. However, such an approach restricts out-of-school adolescents’ access to project activities, opening the possibility for discrimination against an already excluded group.

Conclusions

Although the programme will end in 2012, UNICEF Morocco has so far successfully implemented it in partnership with UNFPA. In order to set up a solid foundation for the programme, the Country Office first conducted a range of assessments that were highly participatory involving young people and community and government stakeholders. It also had the opportunity to provide key technical support and input to a national conference involving adolescents and youth and government officials, potentially setting a new format for government-young people engagement in Morocco and hopefully in the MENA region. As well, UNICEF Morocco enlisted the partnership of local authority governments in adapting a Child Friendly City concept to the Moroccan context, with the foresight to replicate and scale up in the future. The benefits to the adolescents and youth who participated in the programme have been significant, as they gained new skills and changes in self-awareness. The programme was also successful in beginning to change adult attitudes towards adolescents and youth to a more positive perspective in which they are perceived as assets to their community and nation.

The overall programme objectives were addressed in Morocco as follows:

Overall Programme Objective 1:	Establish a consistent knowledge base across the participating countries in both phases on adolescents and young people in order to influence policy and programming.
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The joint programme in Morocco began its work with a situation analysis on young people by young people in four project sites. The focus of the study was on the perception of adolescents and youth about their own participation. The young people who conducted the assessment were previously trained as equal educators within the framework of the “Jeunes pour jeunes” project. Young people interviewed more than 1,000³³ young women and men in a variety of settings, including at home, school, youth clubs etc. Data collected was analyzed and documented by youth. The research brought to light that many adolescent friendly spaces had limited adolescent participation. Based on the preference of adolescents to have increased participation, UNICEF/UNFPA prepared an advocacy plan with the collaboration of young people. The survey findings that emerged from young people were useful in defining the strategic orientation and purpose of the next phase of the project.

Phase II included two major components with significant research components. The first component, the national integrated multi-sector youth strategy was preceded by an extensive study led and carried out by MoYS, with support from UNICEF. Regional consultations were held, in which 4,500 adolescents and youth from three age groups and varied socio-cultural backgrounds were interviewed on issues such as family, politics, sexuality, associations, drugs, employment, new technologies, sport, migration, patriotism, education, violence, the future, etc. The purpose of the study was to ensure that young people’s priorities were taken into account.

A pivotal meeting where UNICEF has made a significant technical contribution is the National Conference of Youth in May 2011. The youth and public servants who were present at this rare event engaged in frank and contentious discussions on the concerns and needs of youth.

³³ Figures provided in progress reports were not disaggregated by sex or by age.

However, since the evaluation did not meet with adolescents who attended the conference, it is not possible to comment on what effect these meetings may have had on them, especially in relation to governance and youth participation. The remarkable part about the conference is the fact that it was a first in the Arab world and it may have set precedence for real interaction and information exchange between young people and governments. The youth priorities that emerged at the conference are expected to inform the national youth strategy, which will be presented for debate from September onwards and will be adopted in the next Moroccan National Youth Summit in 2012. Among the key recommendations made was for youth participation in decisions that affect them.

In terms of services, a mapping of work targeting adolescents and youth was carried out as a strategy to convince line ministries such as education, health and protection, that work on youth issues and is already being implemented by different ministries. However a more systematic and coordinated approach is required. This is a crucial part of the youth strategy development, as ministries are urged not leave it solely to MoYS to develop and finalize the strategy. Each ministry has a significant role to ensure its respective sector is integrated in the strategy development and implementation. The work towards that goal has already begun.

The second component of Phase II is a participatory research undertaken within the Child/youth friendly cities/municipalities (CAEJ) project. A feasibility study for the Child Friendly Cities (CAEJ) concept in Morocco was undertaken. The concept was also translated from Arabic to French. A participatory research developed by UNICEF Innocenti Research Centre for Child Friendly Cities was rolled out in five municipalities involving children, young people, parents, and other community members. Some of the interviewed participants were able to describe the research process and the positive gains they subsequently experienced. The research findings include recommendations on governance, services, and human resources who will work with children, adolescents and youth. Again, the findings provide a reliable baseline and knowledge base for future programming and project scale up.

Overall Programme Objective 2:	Strengthen the capacity of national governments, partners, service providers and young people themselves to streamline their priorities in national policies and to provide support for youth structures and to support networking.
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To contribute to the above objective, Phase I entailed a series of workshops designed to strengthen the capacity of institutional partners. Training of trainers in participation techniques was provided to four adults, as was management advice on adolescent and youth participation to national education institutions. 26 national trainers were trained using the child participation training kit, who in turn initiated training sessions for focal points of the 'Quality Education' program, and for members of the Children Town Council of Marrakech. A technical support was offered to the council of elected officials pertaining to youth participation and integration of their needs in action plans and municipalities budgets. UNICEF also provided support to organize the First Forum on the participation of children, adolescents and youth in the Scouting Center in Rabat attended by about 60 young people and associations to share their experiences on adolescent and youth participation.

Young people also benefited from capacity building related initiatives in Phase I. They received training in facilitation skills, use of social media such as Podcasting, participation and life skills. In addition, they were also coached on how to take part in round table discussions. It is also clear that the action research served as a springboard for adolescent and youth participation and empowerment. Data collected was analyzed and documented by youth, thereby allowing them to gain capacity in research methodology. The youth who participated in the action research were later able to assist with a World Bank employability and citizenship survey.

Phase II's joint technical committee is presided by MoYS and includes MoYS, MoI/DGCL, UNICEF and UNFPA. This committee is in charge for annual programming, technical follow-up of implementation and technical and financial reporting. In addition, a multi-sectoral committee has been established consisting of MoYS, MoI/DGCL, MoE, MoH, Employment, Justice, Social Development, Family and Solidarity, ONDE, NGO and youth representatives. This large committee, also led by MoYS, is in charge of coordination, follow-up and strategic management.

Other knowledge management initiatives that UNICEF Morocco contributed to include the Regional Knowledge Management workshop on Adolescents in Tangiers in October 2010, and the design of a Terms of Reference for an agreement with the national school of statistics for a review of existing youth related information.

Overall

Programme **Promote opportunities for adolescent participation in friendly spaces**
Objective 3: **through home, school and community.**

The Youth in Action programme's major contribution towards Objective 3 is the implementation of the child/youth friendly cities concept. The pilot project is being tested in 5 volunteer municipalities where local child/youth councils had been set up. Adolescents and youth are thus given an opportunity to take part in formal processes of local governance. This improves their relationship with the community and most of all helps them realize that they can contribute to solving the problems they face as a group. It can therefore help them to change the image that adolescents and youth are a liability to the community by demonstrating that they are important assets to society instead. In Morocco, effective municipality level child/youth councils are a novelty, and are increasingly gaining recognition from political stakeholders, the media and adolescents and youth themselves. The project strives to ensure that municipality youth councils will be given a place beyond municipal decisions and plans, specifically at national policy consultation level. There are plans to also link local youth councils to the "Child Parliament" which meets every two years.

Creating democratic spaces for children, adolescents and youth from a young age is undoubtedly a sure way for forging friendly spaces for adolescent participation. Another example of adolescent friendly spaces is in schools, especially during local children and youth council elections held within the framework of CAEJ. Children and adolescents were able to run successful election campaigns because schools set up a friendly environment where children and adolescents could freely participate either as candidates or voters and enlist the help of their peers, parents, schoolteachers, and community workers.

Overall

Programme **Build partnerships for advocacy to promote the rights of adolescents to development and participation.**
Objective 4:

The joint programme also relies on the solid partnership of more than 30 partners from different key sectors. In addition to the various ministries mentioned above, representatives from local municipalities and academics are also involved. A recent addition to the partnership has been UNDP, specifically in the area of communication and advocacy.

In 2009, UNICEF was designated by UNCT as the president of the Youth and Education Thematic Group of the United Nations System in Morocco. It still has a seat in the Thematic Group and regularly reports to it on the status of the joint programme activities. The Group was strengthened with the involvement of senior members from participating agencies, specifically at Deputy Representative level. This is also to further support the United Nations Development Assistance Framework for Morocco, which considers youth as a vulnerable group that should be mainstreamed in each of the five UNDAF outcomes, namely; Health, Education, Vulnerability, Governance, and Environment.

UNICEF has also supported an important workshop on youth and media in Mohammedia, where the main Moroccan University for journalism is situated. A study on “youth in press” was reviewed in the presence of university, journalism school, and local media representatives. The aim of the workshop was to improve the image of young people. Some participants from this workshop were later involved in setting up alternative media (via Facebook) calling for political change and stronger involvement of youth in politics. UNICEF has been in communication with them so that their aspirations are transmuted into participation.

Recommendations

While most of the challenges are context-based, there are some areas within the programme where UNICEF Morocco can make adjustments to improve the impact of its initiative on adolescent development and youth participation. The following are all suggestions for UNICEF:

1. Pass on clear messages to both parents and government officials on the benefits of adolescent and youth participation by using local successes achieved so far by both CAEJ and the national youth summit. Where appropriate, UNICEF can also share successes from other MENA countries.
2. Define adolescent and youth participation within the CAEJ framework in collaboration with young people and government counterparts. UNICEF along with its partners needs to determine its comfort level with respect to adolescent and youth participation and explicitly articulate its intent in CAEJ related guidelines and to young people.
3. Along with its partners, develop a set of criteria and minimum targets for most marginalized and at risk adolescents and youth that should be met by municipalities adopting the CAEJ concept. The guidelines that are being currently developed should address monitoring and reporting of targets related to most marginalized adolescents and youth.

4. Apart from planning for explicit gender equality results, the blueprint for future CAEJ initiatives could also ensure that data collected and reported on is systematically disaggregated by sex and age, as a minimum. Gender equality requirements should be integrated into replication tools, especially by formulating qualitative indicators to track gender equality related changes over time.
5. Develop a clear plan for capacity building on adolescent and youth participation principles for young people and adults. This is closely linked with the level of adolescent and youth participation that UNICEF Morocco ultimately seeks within the CAEJ project. However, it is our recommendation that UNICEF strive to go beyond an adult-led youth programming model, if adolescents and youth are to be truly empowered. UNICEF should therefore ensure tools developed for replication promote a high quality of participation by adolescents and youth, as well as encourage adolescent and youth-led initiatives and programming. These can start in already existing settings such as schools and child and youth municipality councils.
6. Continue advocating for sustained adolescent and youth participation. Develop a strategy of communication and funding at local (municipality, province, region), national and international level with respect to CAEJ. For example, DGCL allocates funds to municipal budgets every year and has the power to choose certain municipalities by increasing their allocated budget if the municipalities develop initiatives that stimulate local development. UNICEF could support municipalities by helping them prove to DGCL that the CAEJ project is worthy of receiving support from the national budget allocated for local development.

ANNEXES

Annex 1: List of Contacts

Evaluation Mission Activities 12 – 18 July, 2011

Date / Location	Organization/Activity	Time	Contact Person/Title
July 12, Rabat	UNICEF Meeting	9 – 10	Aloys Kamuragiye, UNICEF Morocco Representative
		10 – 11	César Villar, Youth Advisor Maghreb Sub-region
	Ministry of Interior, Local Authorities Department (DGCL) Meeting	11:15 – 12:15	Liouaa Abdelkhaliki, Chief Monitoring Services (CAEJ initiative) within the Planning and Equipment Division of DGCL
	UNICEF	14:30 – 15:00	Bouchra Boutaleb, Project Manager – Adolescents and Young People’s Equitable Access to Information Technology
	Ministry of Youth and Sports	15:15 – 16:15	Younès El Jaouhari, Director of Youth, Children and Women’s Affairs along with his team
	UNFPA	16:30 – 17:30	Geneviève Ah-Sue, UNFPA Representative Khalid Belhassan, Youth Specialist
	Meeting	17:45 – 18:30	Abdelaftah Ezzine, Sociologist and National Consultant for the Participatory Research in the five CAEJ pilot municipalities
July 14, Ouarzazate	UNICEF	11:00 – 11:45	Abdelhakim Yessouf, Programme Specialist – Local Development Programme Sanaa Benouda, Programme Assistant
	Focus Group Discussion – Group 1	15:00 – 16:30	Ouarzazate Provincial and Municipality Officials, including officials from Ouiselsate rural municipality
	Focus Group Discussion – Group 2	16:45 – 18:30	Jerrada Province, Provincial and Municipality Officials, including officials from rural municipalities of Bni Mathar and Guenfouda
July 14, Zagora Province	First Session of the Child and Youth Municipal Council in Aït Ouallal	9:15 – 11:45	Evaluation team invited as observers.
	Visit to school by Governor of Province – (Cellule de Protection)	12:00 – 12:30	Evaluation team invited as observers.
	Focus Group Discussion – Group 3	14:30 – 16:00	Aït Ouallal Child and Youth Municipality Council members
	Group key informant	16:15 –	Hmad Ait Baha, President (Municipality)

	interview Aït Ouallal rural municipality, Zagora Province	18:00	Brahim Bousaid, Secretary General Mouha Ail Malouk, Referent Mohamed Amiri, Director Aït Ouzzine School Sector Lahcen Salmi, Teacher, Aït Ouzzine School Sector Omar Moutaouadi, Delegate Entraide Nationale Lahsen Zaher, Delegate MoE Mohamed Outougrar, Delegate MoYS Aouijil Brahim, Delegate, MoE Lhoncine Amarzouk, Provincial Program Coordinator
July 15, Ouarzazate Province	Signing Ceremony of agreements for the professional integration of young people – Presided by the Honorable Governor	10:00 – 11:45	Evaluation team invited as observers.
	Focus Group Discussion – Group 4 Ouarzazate Province	12:15 – 13:30	Delegates of Decentralized State Services from various ministries, including MoE, MoYS, Ministry of Tourism, Employment, and employment agencies (private and non-private)
	Focus Group Discussion – Group 5	16:30 – 18:00	Child and Youth Municipality Council Members – Ouisselssate
July 16, 2011 Taznakhte	Focus Group Discussion – Group 6	10:00 – 11:30	Non-participant group of children and youth from the municipality - Ouisselssate Municipality
	Focus Group Discussion – Group 7	11:45 – 13:45	Adult Municipality Elected Officials and Civil Society Members
	Visit to Dar Al Oumouma – Centre for new mothers and pregnant women	14:00 – 14:45	Kahdija Doudour, Vice President Fetiha Doudour, Facilitator Plus other team members
July 18, 2011 Rabat	UNICEF Morocco – Debriefing	11:00 – 13:00	Aloys Kamuragiye, UNICEF Morocco Representative César Villar, Youth Advisor Maghreb Sub- region Yuri Obara, Education Officer Yasmina Laasri, Operations Officer

Annex 2: Numbers and Types of Stakeholders Contacted

Type of Stakeholder	Number	Stakeholder Interaction
Children/Adolescents (10-19)	2 females 6 males	Focus Group: Aït Ouallal Rural Municipality, Zagora Province, Children and Youth Municipality Council Members
Adolescents/Youth (18-23)	3 females 3 males	Focus Group: Ouisselsate Municipality, Ouarzazate Province, Children and Youth Municipality Council Members
Children/Adolescents/Youth (10-21)	3 females 6 males	Focus Group: Taznakhte, Ouisselsate Municipality, Ouarzazate Province – Non-participants in CAEJ project
Local implementing partners CAEJ project	5 males	Focus Group: Ouisselsate; Ouarzazate Province and Municipality officials
Local implementing partners CAEJ project	6 males	Focus Group: Jerrada, Bni Mathar, Guenfouda rural municipalities, Ouarzazate Provincial and Municipality Officials
Local implementing partners CAEJ project	10 males	Key informant Interview in group: Aït Ouallal Rural Municipality, Zagora Province, Officials at provincial and municipal levels
Mix of decentralized delegates from various ministries who have collaborated on the CAEJ project and who have not participated	1 female 8 males	Focus Group: Ouarzazate Province officials; ANAPEC employment agency, and OFPPT Professional Training Centre
Local implementing partners CAEJ project	4 females 4 males	Focus Group: Taznakhte, Ouisselsate Municipality, Ouarzazate Province; Adult Municipality officials elected and community members
UNICEF Morocco	5	Key informant interview
Government Agencies	4	Key informant interviews
UN Partners	2	Key informant interviews
Consultant	1	Key informant interview
Total Persons Interviewed	73	

Interview Formats Used

Type of Interaction	Type of Stakeholder	Number of meetings
Focus Groups:	Children/Adolescents/Youth (10-21)	2
	Adolescents/Youth (18-23)	1
	Implementing partners/community members	4
Sub-total		<u>7</u>
Key Informant Interviews:	UNICEF Morocco	5
	Government Agencies	2
	Local implementing partners (as a group)	1
	UN Partners	1
	UNICEF Consultant	1
	Sub-total	
Total		<u>17</u>

Annex 3: Summary Table of Programme Outputs – Phase 1 and 2

The table below summarises the programme outputs for both phases.

Phase I and Phase II Achievements of “Adolescents: Agents of Positive Change” Programme, Morocco

<i>Phase/ Year</i>	<i>Programme Focus</i>	<i>Output*</i>	<i>Strategic Implementing Partners</i>
Phase 1 2006- 2008	Integration of adolescent and youth participation into the CCA-UNDAF process	<ul style="list-style-type: none"> • Logic model validated by national level partners through a strategic planning workshop • MOU between UNICEF and UNFPA signed • National and field level consultants hired • Adolescent and youth priorities integrated into CCA-UNDAF 	ONDE, SEJ, MoE, youth NGO UNICEF/UNFPA UNICEF/UNFPA, other UN agencies and government and NGO partners
	Situation analysis of youth by youth in 3 sites of Tanger, Marrakech, Haouz	<ul style="list-style-type: none"> • MOU with universities and research assistance for technical assistance for the SITAN in Tanger and Marrakech concluded • Work plan validated by local partners • SITAN TORs, tools, and training plan developed and validated • 3 teams of youth identified and trained for the implementation of the SITAN (Tanger, Marrakech, Haouz) • Participatory SITAN implemented (quantitative and qualitative data, questionnaires, focus groups, and report drafting) • TORs developed and young professionals hired • SITAN completed (report edited and disseminated) in Nov 2006. 	SEJ, MoE, HCP, ONDE, University and Research Institute, CLI, Finance
	Strengthening of adolescent and youth participation in community development	<ul style="list-style-type: none"> • 3 youth teams trained in public consultation techniques • Youth and adults involved in debates/discussion forums regarding SITAN findings • 3 workshops of deliberation and planning of youth participation strengthening, including training of youth and local partners (INDH) • Action plan developed, validated and disseminated 	UNICEF, UNFPA, Universities ONDE, SEJ, MoE, HCP, AI, NGOs, media, SP
	Support associations and youth councils through capacity building	<ul style="list-style-type: none"> • 4 trainers participated in a child participation training workshop organized by MENARO • 26 trainers trained in child participatory techniques • 3 training sessions held for adolescent and youth members of youth associations/ councils/scouts/children parliamentarians • Unspecified number youth associations created and registered through UNICEF support • #? of youth councils established in 3 Youth Centers, colleges and high school • 3 municipal councils reinforced through UNICEF 	OND, SEJ, MoE, NGOs AREF, youth NGOs, CL

<i>Phase/ Year</i>	<i>Programme Focus</i>	<i>Output*</i>	<i>Strategic Implementing Partners</i>
		<p>support in Marrakech, Haouz and Tanger</p> <ul style="list-style-type: none"> • First forum attended by 60 young people and associations held in the Scouting Centre of Rabat on the participation of children and young people. 30 Representatives of national committees of UNICEF visiting youth. 	
	National wrap-up workshop on project results and planning of the replication of the youth in action approach at national level	<ul style="list-style-type: none"> • Evaluation 2007-2008 conducted and conclusions used to inform strategic direction of Phase 2 • Workshop on strategic planning and dissemination 	
Phase II 2009- 2011	Multi-sectoral national youth strategy	<ul style="list-style-type: none"> • 8 consultative forums targeting 4,500 youth from different background organized through participation and support • Documentation prepared on MOYS' first mapping and preparation of a four pronged guidance strategy: mapping of existing UNICEF supported youth activities to convince other sectoral ministries, technical support to the design of the strategy and efforts on knowledge management including a review of all existing data on adolescent in existing databases from main ministries • Documentation prepared on strategic review of ministries' first orientations, especially on their focus on Youth Centers as sole medium for reaching youth • Bibliography and guidance note prepared to support the ministry and the consulting firm in the design of the National strategy for youth • Addendum on "law on youth" to be signed 	
	Pilot project CAEJ (Child and youth friendly municipalities)	<ul style="list-style-type: none"> • Study trip by 12 Moroccan delegates to France to learn from UNICEF France's implementation of Child Friendly Cities since 2004. • "Youth in Action" joint program signed on March 31, 2009 • Nine criteria of CAEJ adapted to the Moroccan context and implementation tools being developed • CAEJ project officially launched on November 20, 2009 – Universal Children's Day – by pilot municipalities signing the Chart of Engagement to integrate adolescents and youth in local governance processes (5 pilot municipalities identified: Ait Ouallal (Zagora), Ouisselsate (Ouarzazate), Bni Mathar and Genfouda (Jerrada) and the town of Tata. • Youth, municipalities, provinces, and concerned 	UNICEF/UNFPA/ Mo/DGCL

<i>Phase/ Year</i>	<i>Programme Focus</i>	<i>Output*</i>	<i>Strategic Implementing Partners</i>
		ministry departments trained on planning of joint program “Youth in Action” Phase 2 /CAEJ. <ul style="list-style-type: none"> • Participatory research conducted in the five pilot municipalities (2011) • Feasibility study of proposed project CAEJ from legal and institutional perspectives - April 2010 • Guidelines on replication and tools being developed. 	
	Strategic partnership and alliances	<ul style="list-style-type: none"> • Collaboration with 2 TV and 4 Radio channels mobilized; International Children’s Day celebrated under thematic of “Tune in to kids”. • Partnership with UN agencies and partners had been reinforced through UN working group on youth and education thematic. • UNICEF designated as president of the group for 2009 • Study on the ethical behavior of media initiated with collaboration of the media from different sides. 	

*Given that some of the progress reports received were in Arabic, it was not possible to get an accurate picture of what has actually been achieved. In the case of “outputs” above for example, the information was taken from the Plan of Action (January 2006-December 2007) of a Project Document on “Youth in Action” project in Morocco, which has an action plan with a column of “deliverables” that we have treated as potential outputs for Phase I (and which should be confirmed as achieved outputs by the Morocco Country Office).

Findings from interviews with programme staff reveal also that the implementation of CAEJ was delayed by almost a year, thereby requiring an extension in completion date to December 2012. The reasons for the delay were due to the long preparatory process and the complex implementation process of CAEJ in the five selected municipalities. The programme officer also reiterated that the Brazil and Philippines experiences demonstrated that a long and complex implementation process was required in order to achieve results that were appropriate and relevant to the local context.

Data regarding Programme Results for the above table were compiled from documents, including: UNICEF MENARO’s annual report to Sida 2006, 2009, 2010; “Youth in Action” Project Document 2006-2007; Evaluation of joint project “Youth in Action” UNFPA 2008; and CAEJ status report 2009.

Annex 4: Indicator Ratings Chart for Overall Evaluation Framework

Please note: All of the indicators outlined below are based on the specific evaluation questions outlined in the evaluation TORS and designed to respond to those.

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
1.0 Relevance					
1.1 Programme objectives address the rights and needs of the target groups (adolescents, parents, service providers, policy makers)	<ul style="list-style-type: none"> - Target groups report that programme objectives have only not addressed their rights and needs to a very limited degree or not all. - No reference in programme reports to link between objectives and the rights and needs of target groups. 	<p>Programme objectives partially address the rights and needs of target groups (either only the rights or the needs, or only a few rights and needs).</p>	<p>Programme objectives have addressed the majority of the rights and needs of target groups.</p>	<p>Programme objectives have taken into consideration all of the rights and priority needs of target groups.</p>	<ul style="list-style-type: none"> • Progress reports • Monitoring and evaluation reports • Focus group discussions • Semi-structured interviews • MSC Consultation Groups • Surveys
1.2 Programme successful in identifying the most relevant partners for this programme	<ul style="list-style-type: none"> - No system in place for identifying most relevant partners. - Selected partners are not very knowledgeable about working with adolescents or perceive adolescents as a problem group as opposed to asset. 	<ul style="list-style-type: none"> - Few criteria exist for identifying most relevant partners and these criteria only used on an ad hoc basis. - Programme's partners are only somewhat knowledgeable about working with adolescents. 	<ul style="list-style-type: none"> - Criteria for most relevant partner selection is clearly outlined and used most of the time. - Programme has experience working with and is knowledgeable about effective ways to work with adolescents in the particular sector concerned. 	<ul style="list-style-type: none"> - Partner selection criteria up in consultation with partners and stakeholders; used consistently in program planning and design and partners for programme identified selected on this basis. - Programme has considerable experience working with and is knowledgeable about effective ways to work with adolescents in the particular sector concerned. 	<ul style="list-style-type: none"> • Progress reports • Monitoring and evaluation reports • Focus group discussions • Semi-structured interviews • MSC Consultation Groups • Surveys
1.3 Adolescents considered as resource people in the implementation of the programme	<p>Female and male adolescents are only consulted on how programme activities should be carried out or are not consulted at all.</p>	<p>F/M Adolescents are given the opportunity to serve as resource persons in carrying out programme activities, but this is not followed through consistently during</p>	<p>F/M Adolescents serve as resource people in throughout implementation of the programme.</p>	<p>Adolescents are consulted on what kind of resource role they would like to take on and are supported in this role when carrying out programme activities.</p>	<ul style="list-style-type: none"> • Monitoring and evaluation reports • Focus group discussions • Semi-structured interviews • Surveys • MSC Consultation Groups

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
		programme implementation.			
1.4 Programme activities are relevant for vulnerable and disadvantaged adolescents (due to gender, poverty, ethnic and disabled groups)	Programme has not consulted female/male vulnerable and disadvantaged adolescents in the identification of their needs and potential, and therefore has not taken their different needs and capabilities into account in programme design.	Programme has consulted vulnerable and disadvantaged f/m adolescents in the definition of their needs, and capabilities, but needs of only one disadvantaged or vulnerable group integrated into the programme. Or: Programme activities were designed to address the needs and potential of m/f adolescents, but lower priority given to implementation of these particular activities or they were only included as an "add-on" after main resources allocated.	Programme activities address the majority of priority needs defined by vulnerable and disadvantaged m/f adolescents and are designed to help them fulfill their potential.	F/M vulnerable and disadvantaged adolescents participated in communicating their needs and potential and to inform programme design; adequate resources allocated for related activities that take their needs and potential into account; their needs are integrated throughout the programme's activities: programme takes full consideration of their different capacities in order to reach the outcomes. M/f adolescents from vulnerable and disadvantaged groups have made visible progress in tapping into their potential.	<ul style="list-style-type: none"> • Progress reports • Monitoring and evaluation reports • Focus group discussions • Semi-structured interviews • MSC Consultation Groups • Surveys
1.5 Regional approach adds value to programme	UNICEF partners and staff do not perceive regional approach to have: <ul style="list-style-type: none"> - contributed to or changed national approaches to youth policy and programming; or - has led to development of a consistent approach and coordination of adolescent-related programming in the region - strengthened related advocacy efforts 	UNICEF partners and staff perceive that the regional approach has led to limited progress in some areas with regard to: <ul style="list-style-type: none"> - changing national approaches to youth policy and programming; or - development of a regional approach and coordination of adolescent-related programming in the region - strengthening of related advocacy efforts 	<ul style="list-style-type: none"> - Regional-level situation analysis and knowledge gained from expert roundtable discussions on adolescents are used to inform formulation of youth policies in MENA - Regional review of youth policies' formulation and implementation processes in MENA has led to shift in policy focus to greater emphasis on positive adolescent development in region. - Advocacy efforts in region are 	UNICEF partners/ staff perceive that regional approach has: <ul style="list-style-type: none"> - increased the number of countries formulating youth policies in MENA - increased the number of national youth and adolescent based on positive adolescent development in region and led to a change in attitudes towards adolescent participation among senior policymakers. - advocacy efforts in region are better coordinated, more visible 	<ul style="list-style-type: none"> • Progress reports • Monitoring and evaluation reports • Semi-structured interviews • Telephone interviews

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
			better coordinated and more visible.	and are generating more programme funding.	
1.6 Program contributes to a systematic approach to adolescent development and participation in all components of UNICEF Country Programme	The programme has not contributed to adoption of a systematic approach to adolescent development and participation in UNICEF Country Programmes	The programme has contributed to 10-25% of UNICEF Country Programme components integrating a systematic approach to adolescent development and participation.	The programme has contributed to 26-50% components of UNICEF Country Programme integrating a systematic approach to adolescent development and participation.	The programme has contributed to over 50% or all UNICEF Country Programme components integrating a systematic approach to adolescent development and participation.	<ul style="list-style-type: none"> • Progress reports • Monitoring and evaluation reports • Semi-structured interviews • Telephone interviews
2.0 Effectiveness					
2.1 Effective monitoring and evaluation mechanism in place at regional and country level	<p>- The programme's monitoring and evaluation (M&E) mechanism does not include quantitative and qualitative indicators to capture stated or unexpected results.</p> <p>- M&E generated information is used very little or not at all at either the regional or country level</p> <p>- There is little or no capacity/ability to measure programme outcomes and partial impact</p>	<p>- The programme's M&E mechanisms at regional and country level include only quantitative indicators to capture stated and unexpected results</p> <p>- M&E generated information is only used occasionally to inform the design or revision of adolescent programming</p> <p>- Only one or two staff have the capacity/ability to measure programme outcomes and partial impact from an adolescent development and participation perspective.</p>	<p>- The programme's M&E mechanism at regional and country level includes quantitative and a few qualitative indicators related to stated results and unexpected outcomes</p> <p>- M&E generated information is used for planning purposes</p> <p>- There is at least one staff person in each UNICEF cluster and implementing agency who has the capacity/ability to measure programme outcomes and partial impact from an adolescent development and participation perspective.</p>	<p>- The programme's M&E mechanism at regional and country level report on quantitative and qualitative indicators on stated and unexpected results</p> <p>- M&E generated information is used in contributing to a systematic approach to adolescent development and participation in all the components of UNICEF country programme.</p> <p>- UNICEF and implementing partner staff see the integration of adolescent development and participation as a core technical skill and required knowledge set and have the capacity/ability to measure programme outcomes and partial impact from an adolescent development and</p>	<ul style="list-style-type: none"> • Annual reports • M&E/progress reports • Planning documents • Semi-structured interviews • Telephone interviews

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
				participation perspective.	
2.2 Degree of progress made towards achievement of expected outcomes	Little or no progress made towards achievement of expected outcomes. <u>Or:</u> Achieved activities are not aligned with expected outcomes.	Achieved activities are consistent with a few expected outcomes, and some progress has been made towards achievement of expected outcomes.	Implemented activities clearly contribute to the achievement of the majority of expected outcomes.	All programme activities planned have been implemented and are contributing towards achievement of all expected outcomes.	<ul style="list-style-type: none"> • Annual reports • M&E / Progress Reports • Semi-structured interviews • Telephone interviews
2.3 Extent to which beneficiaries (adolescents, parents, communities) satisfied with the results	Beneficiaries express little or no satisfaction with the programme results.	Beneficiaries are somewhat satisfied with the programme results.	Beneficiaries are satisfied with majority of programme results.	Beneficiaries clearly express their satisfaction with all programme results and can explain why.	<ul style="list-style-type: none"> • Focus Group discussions and verification process
2.4 Extent to which programme participants (adolescents and other relevant stakeholders) have been involved in planning, design, implementation and monitoring of programme activities	Participants' have not been involved at any level of the programme cycles planning, or designing, or implementing, or monitoring of activities.	Participants have been involved in the implementation of the programme.	Participants have been involved in one pre-implementation (planning or designing), and in implementation of programme activities.	Participants have been involved in all programme cycle phases: planning, designing, implementing, and monitoring of program activities.	<ul style="list-style-type: none"> • Planning documents • Annual reports • M&E / Progress reports • Focus Group discussions and verification process • Semi-structured interviews • Telephone interviews
3.0 Efficiency					
3.1 Programme resources used efficiently	- Programme has not fully utilized existing local capacities (of right-bearers and duty-holders) and local resources to achieve its outcomes - Partners/ stakeholders/	- Programme has utilized an ad hoc approach to existing local capacities of right-bearers and duty holders and mobilizing local resources to achieve its	- Programme has utilized existing local capacities (of either right-bearers or duty-holders) and local resources to help achieve its outcomes - A moderate level of additional	- Programme utilizes existing local capacities of both right-bearers and duty-holders and local resources to help achieve its outcomes - A significant amount of	<ul style="list-style-type: none"> • Planning documents • Annual reports • M&E / Progress reports • Focus Group discussions and verification process

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
	counterparts have allocated no or little additional resources to cover any costs to support or complement the programme.	outcomes - A limited amount of additional resources has been allocated by partners/ stakeholders/ counterparts to help cover programme costs	resources has been allocated by partners/stakeholders/ counterparts to cover programme costs	additional resources has been allocated by partners/ stakeholders/ counterparts to cover programme costs	<ul style="list-style-type: none"> • Semi-structured interviews • Telephone interviews • Partner/counterpart reports • Financial reports or interview with Admin/Finance units • HR reports
3.2 Objectives and outcomes achieved on time	Only up to 25% of objectives and outcomes have been achieved on time.	26-50% of objectives and outcomes have been achieved on time.	51-75% of objectives and outcomes have been achieved on time.	Over 75% of objectives and outcomes have been achieved on time.	<ul style="list-style-type: none"> • Planning documents • Annual reports • M&E / Progress reports • Semi-structured interviews • Telephone interviews
3.3 Inputs and outputs distributed among different age groups of adolescents (10 -14; 15-19)	<ul style="list-style-type: none"> - Approximately 10% of inputs and outputs allocated to one specific age group and 90% to the other. - No criteria for distributing inputs and outputs among adolescents of different age groups. 	<ul style="list-style-type: none"> - Approximately 1/3 of inputs and outputs allocated to one specific age group and 2/3's to the other. - Few criteria defined for distributing inputs and outputs among adolescents of different age groups. 	<ul style="list-style-type: none"> -Approximately 40% of inputs and outputs allocated to one specific age group and 60% to the other. - There are clear criteria set for distributing inputs and outputs among adolescents of different age groups. 	- Allocation of inputs and outputs for specific age groups is fairly even or else clearly follows well established criteria for resource allocation based on the priority needs of these different age groups.	<ul style="list-style-type: none"> • Planning documents • Annual reports • M&E / Progress reports • Semi-structured interviews • Telephone interviews • Financial reports or interview with Admin/Finance units
3.4 Gender equality considered in allocation of resources	Allocated resources do not take gender equality into consideration.	Gender equality is only taken into consideration for gender-specific activities.	Gender equality is taken in consideration for gender-specific activities as well as for some general programme activities where they can make a strategic contribution.	Gender equality is consistently taken into account in resource allocation and integrated throughout programme inputs and activities effectively and strategically.	<ul style="list-style-type: none"> • Planning documents • Annual reports • M&E / Progress reports • Semi-structured interviews • Telephone interviews • Financial reports or interview with Admin/Finance units
4.0 Sustainability					
4.1 Level of buy-in by national partners (Government and civil society)	There is little or no evidence within national partner programmes that ethical, sustainable and meaningful adolescent participation takes place over more than one programme cycle or is included	Programme and policy documents at the community, national and community levels include some references to processes, resource allocation and results that	Programme and policy documents at the community and national levels integrate references to processes, resource allocations and results that that demonstrate ethical, sustainable and meaningful	Sustainable and meaningful participation for adolescent is mandated in nationally-supported policies and programme design, implementation and evaluation.	<ul style="list-style-type: none"> • UNICEF Programme and Policy documents • UNICEF Strategy/Planning documents • National partner programme and policy documents

Indicators	Poor	Fair	Effective	Excellent	Data Collection Methods
	in policy or programmes at the community or national levels.	support ethical, sustainable and meaningful adolescent participation.	adolescent participation is taking place in most policy or programme components.	Programme and policy documents at the community and national levels include multiple and clear references to processes, resource allocation and results that demonstrate ethical, sustainable and meaningful adolescent participation is taking place.	<ul style="list-style-type: none"> • National partner strategic planning documents • UNICEF/National Partner M&E/progress reports • Semi-structured interviews • Telephone interviews • Financial reports or interview with Admin/Finance units
4.2 Measures to ensure sustainability of programme outcomes included in programme design at national and regional level	No mechanisms in place to ensure sustainability of programme outcomes at national and regional level.	There are a few mechanisms to ensure sustainability of programme outcomes at either national or regional level.	There are clear mechanisms in place to ensure sustainability of programme outcomes at both national and regional level.	There are clear mechanisms in place to ensure sustainability of programme outcomes at national and regional level and funding has been allocated by national partners to facilitate this process.	<ul style="list-style-type: none"> • UNICEF Programme and Policy documents • UNICEF Strategy/Planning documents • National partner programme and policy documents • National partner strategic planning documents • UNICEF/National Partner M&E/progress reports • Semi-structured interviews • Telephone interviews
4.3 Replicability of model in other locations/regions	Model cannot be replicated in other locations/regions.	Only one or two programme components can be replicated in other locations/regions.	<ul style="list-style-type: none"> - Most of the programme components can be replicated in other locations/regions. - Other organizations have inquired about how to replicate the programme elsewhere and have visited the programme to research how to do this. 	<ul style="list-style-type: none"> - Entire model can be replicated in other locations/regions. - Programme is already being replicated in other locations/regions. 	<ul style="list-style-type: none"> • Planning documents • Annual reports • M&E / Progress reports • Semi-structured interviews • Telephone interviews

Annex 5: Most Significant Stories

(An English version follows)

Évaluation des phases I & II du programme « Adolescents : Agents of Positive Change »

Étude de cas : Maroc

Rapport synthétique sur les histoires collectées dans le cadre de l'approche méthodologique basée sur le Changement le plus significatif (CPS)

Sophie Boukhari, consultante internationale basée au Maroc

Dans le cadre de l'évaluation participative des phases I et II du programme « Adolescents : Agents of Positive Change » tel qu'il a été mis en œuvre au Maroc par l'UNICEF et ses partenaires, sept focus groupes ont été menés sur le volet Commune amie des enfants et des jeunes (CAEJ) du programme Jeunes en action (phase II).

OBJECTIF

Les focus groupes (FG) avaient pour objectif d'identifier le changement le plus significatif intervenu dans la vie des bénéficiaires (adultes et enfants) du projet CAEJ, suite à la mise en œuvre dudit projet dans leurs communes respectives.

COMPOSITION DES GROUPES

Les sept FG se sont déroulés dans trois sites différents : préfecture de Ouarzazate, commune rurale d'Aït Ouallal, commune de Taznakhte/Ouisselsate.

Ils ont regroupé entre cinq et onze personnes, totalisant globalement 51 personnes adultes, enfants ou jeunes, de sexe masculin ou féminin (voir Liste des participants aux FG).

Les focus groupes d'enfants

Trois FG ont permis de recueillir la parole et les histoires de 24 enfants et jeunes de 10 à 23 ans, dont 8 filles.

Deux FG étaient constitués de membres des Conseils communaux des enfants et des jeunes (CCEJ) de deux communes rurales pilotes « amies des enfants et des jeunes », situées dans la région du Souss-Massa-Draa, dans le sud marocain : la commune rurale de Ouisselsate (province de Ouarzazate) et la commune rurale d'Aït Ouallal (province de Zagora). Le troisième FG était constitué d'enfants et de jeunes non membres du Conseil communal des enfants et des jeunes de Ouisselsate ni d'aucune autre organisation ou association, et choisis de manière aléatoire.

Les focus groupes d'adultes

Les adultes concernés par les FG ont été sélectionnés de manière à constituer un groupe représentatif des personnes clés impliquées dans la mise en œuvre sur le terrain du projet CAEJ dans quatre des cinq communes pilotes (Aït Ouallal, Bni Mathar, Guenfouda, Ouisselsate). Les parties prenantes de la cinquième commune pilote CAEJ (Tata) n'étaient pas disponibles au moment de la mission de terrain.

Les FG d'adultes ont regroupé 27 élus locaux, fonctionnaires communaux et provinciaux, militants associatifs, membres des délégations décentralisées des ministères et administrations concernés par la réalisation des droits des enfants et des jeunes - Education, Santé, Jeunesse et Sports, Emploi et Formation professionnelle, Tourisme, Agence pour l'emploi.

Le programme de travail des visites de terrain proposé par l'UNICEF n'a pas permis d'organiser un focus groupe avec les parents/tuteurs des enfants et des jeunes.

Tous les FG ont été conduits dans le respect des règles éthiques préconisées par l'UNICEF, notamment le volontariat et l'accord préalable des participants et/ou de leurs tuteurs (pour les mineurs) et le respect de l'anonymat pour ceux, très majoritaires, qui ont exprimé le désir de ne pas signer leur histoire.

Lieu de la passation	Profil des participants	Total de l'échantillon
1. Ouarzazate	Elus, fonctionnaires de la commune pilote de Ouisselsate et de la province de Ouarzazate	5
2. Ouarzazate	Elus, fonctionnaires des communes pilotes de Bni Mathar et Guenfouda et de la province de Jerada	6
3. Aït Ouallal	Membres du Conseil communal des enfants et des jeunes de la commune pilote d'Aït Ouallal	8
4. Ouarzazate	Membres des services décentralisés de l'Etat dans la province de Ouarzazate	9
5. Ouarzazate	Membres du Conseil communal des enfants et des jeunes de la commune pilote de Ouisselsate	7
6. Taznakhte	Enfants de la commune pilote de Ouisselsate non membres d'une organisation de jeunesse	9
7. Taznakhte	Elus, fonctionnaires communaux et membres de la société civile de la commune pilote de Ouisselsate	7
Total tous lieux	X	51

CONTRAINTES MÉTHODOLOGIQUES

Les focus groupes ont été conduits conformément à la méthodologie du Changement le plus significatif adaptée au contexte marocain de l'évaluation, qui s'est caractérisé par différentes contraintes, notamment :

- l'impossibilité de former la consultante nationale à la méthode du Changement le plus significatif ;
- l'impossibilité de recruter et de mobiliser des jeunes chercheurs locaux en appui au travail de collecte des histoires de CPS ;
- la dispersion des visites de terrain entre trois lieux différents et les horaires de travail serrés dans le cadre du programme de travail proposé par l'UNICEF, qui avait dû organiser la mission dans des délais très brefs ;

Les consultantes ont ainsi collecté une série de 51 histoires auprès des membres des sept FG. Ni le temps imparti à la passation des FG ni les normes culturelles du monde rural marocain n'ont permis de procéder au vote ni au choix par consensus de l'histoire la plus représentative dans chaque groupe (d'autant que les hiérarchies sociales internes aux groupes auraient de toute façon faussé le choix).

Enfin, elles n'ont pas pu constituer le groupe de sélection finale censément composé d'un membre de chaque FG pour sélectionner l'histoire la plus significative des 51 histoires collectées.

IDENTIFICATION DU CHANGEMENT LE PLUS SIGNIFICATIF

Pour contourner les difficultés et pallier aux inconvénients énoncés ci-dessus, les consultantes ont demandé à chaque groupe d'identifier par consensus le principal type de changement le plus significatif et les autres changements significatifs intervenus dans la cadre du projet CAEJ.

Elles ont ensuite recoupé les résultats des sept focus groupes pour sélectionner LE principal changement le plus significatif.

Ce travail de synthèse a mis en lumière que LE changement le plus significatif identifié par les membres des FG est :

- La participation des enfants et des jeunes aux affaires locales et l'apprentissage de la citoyenneté

Les autres CPS identifiés sont, par ordre d'importance :

- Une meilleure connaissance des droits de l'enfant et des jeunes ;
- La naissance d'une dynamique communale autour des droits des enfants et des jeunes et d'un dialogue entre l'administration locale et la jeunesse ;
- L'amélioration de l'estime de soi et de la sociabilité des membres des conseils communaux des enfants et des jeunes.

HISTOIRES ILLUSTRANT LES CPS DANS LE CADRE DE L'INITIATIVE CAEJ

Les histoires présentées ci-dessous sont les plus représentatives des quatre types de changements significatifs listés ci-dessus.

Elles ont été rédigées par les participants/tes aux FG, pour la plupart en langue arabe classique ou dialectal. Elles ont ensuite été traduites en français par une interprète recrutée localement, sous la supervision de la consultante nationale.

Thème 1 : la participation des enfants et des jeunes aux affaires locales et l'apprentissage de la citoyenneté

Histoire 1: Une jeunesse active

Auteur : Une participante, 20 ans, Ouisselsate, Ouarzazate province, Souss-Massa-Draa région

Depuis les élections et après avoir participé à plusieurs sessions de notre conseil, j'ai senti que ma situation avait vraiment changé. Tous les enfants et les jeunes me font désormais confiance et j'ai pu faire la connaissance d'un tas de nouvelles personnes, ce qui a renforcé ma confiance en moi. Je suis consciente d'avoir de grandes responsabilités et de devoir réaliser tout ce qui figurait dans le programme électoral que j'ai proposé aux enfants et aux jeunes de mon douar [village], si je ne

veux pas perdre leur confiance. Je fais désormais partie des personnes qui les représentent auprès du conseil communal des grands. Les gens pensent qu'on ne va pas faire ce qu'on a promis et qu'on va leur faire faux bond. Mais moi, je n'oublie pas que non seulement les enfants et les jeunes me font confiance mais que c'est aussi le cas de leurs parents, et que tous comptent sur moi pour améliorer la situation.

J'ai vécu un changement important parce que j'ai acquis plein de nouvelles connaissances dans de nombreux domaines, qui vont au-delà des droits de l'enfant et des jeunes. J'ai compris beaucoup de choses grâce aux formations organisées par la commune, qui étaient animées par un expert en droits de l'homme. J'ai aussi appris à me faire plein d'amis, à gagner leur respect et celui de leurs parents, à m'exprimer et à prendre la parole en public et à respecter l'opinion des autres. En plus, j'ai pris conscience des efforts fournis par les fonctionnaires de la commune ; je les connais maintenant personnellement et je les respecte.

De même, dans mon douar, la perception erronée que la population avait des jeunes, de la commune et des droits de l'enfant a changé. Les jeunes des différents douars ont aussi plus d'occasions qu'avant de se rencontrer et de faire connaissance

J'ai choisi ce changement parce qu'il résume bien tout ce qui s'est passé après mon élection en tant que membre du conseil communal des enfants et des jeunes. Ce projet a changé beaucoup de choses dans notre vie et notre société, qui donne désormais de la valeur à la jeunesse et reconnaît son rôle dans l'édification d'un avenir meilleur. La population est aujourd'hui consciente des droits de l'enfant et des jeunes, ce qui n'était pas le cas auparavant.

J'espère qu'à l'avenir, tout ce qu'on a prévu se réalisera et que la commune de Ouisselsate et notre conseil deviendront célèbres aux niveaux national et international. J'aimerais aussi que l'on ait un jour une place dans le Parlement de l'enfant. Mais le plus important, c'est de trouver des solutions à toutes les choses qui font souffrir les enfants et les jeunes de Ouisselsate.

Histoire 2: Conseil communal des enfants et des jeunes : une force de proposition pour le conseil des adultes

Auteur : Anonyme (participant d'un focus groupe mené avec des acteurs adultes), Commune de Bni Mathar), Province de Jerada, région de l'Oriental

La commune de Bni Mathar a décidé de s'associer à l'initiative CAEJ. Dans le cadre de la mise en place des neuf piliers d'une CAEJ et, en particulier, du premier pilier qui concerne la participation des enfants et des jeunes à la gouvernance locale, un Conseil communal des enfants et des jeunes a été créé le 24 décembre 2010. Il est aujourd'hui considéré comme une force de proposition par le conseil communal des adultes.

Dès sa création, un changement radical s'est produit, surtout en ce qui concerne le statut des enfants et des jeunes : les portes de la commune se sont ouvertes aux jeunes élus, qui ont bénéficié de sessions de formation ce qui leur a permis d'acquérir un ensemble de connaissances sur leurs droits, de savoir s'exprimer et de bien exposer les problèmes.

Depuis la création de ce conseil, la commune commence à se soucier de trouver des solutions aux problèmes des enfants, surtout depuis la réalisation d'un diagnostic participatif qui lui a permis de comprendre ce qu'ils vivent.

Histoire 3: CAEJ↔JEAC : Jeunes et Enfants Amis de la Commune

Auteur : Ancien coordonateur communal (Adulte, M)

Le changement le plus significatif dans le cadre de CAEJ, c'est que la commune est devenue un espace ouvert aux opinions des enfants et des jeunes. Elle vient de créer un centre d'écoute et d'orientation pour aider les jeunes à choisir leur avenir. Avant cela, elle avait appuyé la création

d'un conseil communal des enfants et des jeunes (CCEJ) afin qu'ils connaissent et défendent leurs droits.

Grâce à cette initiative, plus de 3000 enfants et jeunes ont voté pour élire leurs représentants et 26 enfants et jeunes élus ont appris à négocier et à promouvoir leurs droits. Les relations entre la commune et sa jeunesse se sont développées, permettant aux enfants et aux jeunes de comprendre la mission et le travail communal.

L'ouverture de la commune aux enfants et aux jeunes est le résultat d'un long processus qui est passé par plusieurs étapes :

- l'appropriation par les élus et fonctionnaires locaux de la culture des droits de l'enfant ;
- la signature par la commune de la Charte d'engagement CAEJ ;
- l'ouverture des portes de la commune aux enfants et aux jeunes à travers la création du CCEJ, qui peut désormais accéder aux salles de réunion ;
- l'accueil favorable et le financement par la commune des initiatives des enfants et des jeunes.

Jusqu'ici, la commune était perçue par la population comme une entité réservée aux adultes et entièrement consacrée à leurs affaires. C'est pourquoi l'interaction entre les jeunes et la commune représente à mes yeux le changement le plus significatif amené par le projet CAEJ. Elle encourage la communication, permet aux adultes de disposer d'une force de proposition nouvelle et de préparer la relève pour l'avenir.

Thème 2 : une meilleure connaissance des droits des enfants et des jeunes

Histoire 1: Des jeunes enthousiastes et conscients de leurs droits

Auteur : Anonyme (participant d'un focus groupe mené avec des adultes), Commune de Ouisselsate

L'initiative Commune amie des enfants et des jeunes est très positive car elle est basée sur les droits de l'enfant et des jeunes et représente un moyen de les diffuser dans le monde rural, où ils ne sont pas réalisés.

Maintenant que le Conseil des enfants et des jeunes a été créé, j'ai appris à connaître leurs droits et leurs besoins, à savoir me comporter avec eux et à les orienter. L'initiative CAEJ donne ainsi l'occasion aux jeunes de participer aux affaires locales. Et j'ai remarqué qu'ils discutent maintenant facilement de leurs droits et contribuent au progrès de la commune.

Thème 3 : naissance d'une dynamique communale

Histoire 1: Dans le monde des stars

Auteur : Un fonctionnaire de la Commune de Guenfouda (Adulte, M)

Un grand changement s'est produit dans ma vie administrative et personnelle. Comme ma commune est devenue « amie des enfants et des jeunes », elle doit assumer une nouvelle charge afin de résoudre les problèmes des enfants et des jeunes.

La commune doit donc leur ouvrir ses portes, de même qu'elle doit développer des relations avec les institutions nationales et internationales comme l'UNICEF pour améliorer la situation.

Tout ce processus a démarré suite à une rencontre organisée à Bouznika il y a environ deux ans, où nous avons appris que l'expérience CAEJ allait être lancée et où nous avons décidé d'en être.

A partir de ce moment-là, tout a changé : il a fallu que j'aïlle à Rabat³⁴ plusieurs fois pour des réunions et des rencontres, que je voyage sans cesse, vers le nord, vers l'ouest, vers le sud...

Ces événements ont changé beaucoup de choses dans ma vie. Je commence à rentrer tard à la maison, à y ramener les dossiers que je n'ai pas eu le temps de traiter à mon bureau. Mon foyer s'est transformé en une sorte d'administration ; il y a des dossiers et des documents partout ; de la chambre à la cuisine, c'est la ruine... Et toute la famille commence à se plaindre. Mais moi je sais quoi leur répondre et je leur dis : « soyez fiers et optimistes, je vais bientôt devenir une star dans le monde des enfants et des jeunes ! ».

Thème 4 : estime de soi et sociabilité des enfants et des jeunes

Histoire 1: Plus timide

Auteur : Président d'un Conseil des enfants et des jeunes (12 ans, m)

Quand je suis devenu président du Conseil communal des enfants d'Aït Ouallal, j'ai senti que quelque chose avait vraiment changé, que je n'étais plus le même qu'avant.

Aujourd'hui, je connais des personnalités importantes dans l'histoire du Maroc, comme les gens de l'UNICEF, et je n'ai plus peur de personne. Je ne suis plus timide comme avant les élections.

Je conseille vivement aux enfants et aux jeunes de ma commune de se présenter aux prochaines élections, qui auront lieu en 2016, parce que le conseil des enfants et des jeunes incite ses membres à grandir et à développer leur personnalité : il leur apprend à revendiquer leurs droits et à défendre ceux de leurs camarades.

Histoire 2: De l'isolement vers l'ouverture

Auteur : Un membre d'un Conseil des enfants et des jeunes, Ouisselsate (20 ans, M)

Le projet CAEJ a entraîné beaucoup de changements mais pour moi, le principal est qu'il m'a permis de lier des relations amicales avec les enfants et les jeunes que je représente et que je défends. C'est un acquis important. L'amitié m'a permis de m'ouvrir aux autres car l'homme seul ne peut pas se suffire à lui-même.

Comme l'a dit Aristote, « l'amitié est une vertu ou ne va pas sans vertu » et c'est elle qui permet aux individus de s'intéresser à la société. En tout cas, ce sont les liens amicaux que j'ai développés dans le cadre du projet CAEJ qui ont constitué le changement le plus important pour moi : maintenant, les gens m'aiment, je suis devenu leur copain préféré parce que j'ai une place importante dans la société.

Avant, j'étais seul et isolé, je ne m'intéressais pas à mon douar. Mais depuis les élections et grâce au soutien des nombreux amis qui m'aident à assurer ma fonction, je me sens maintenant responsable de la réussite de ma commune.

HISTOIRES ILLUSTRANT CERTAINES LIMITES DU PROJET CAEJ

Par ailleurs, en dehors des CPS positifs relevés dans le cadre de la mise en œuvre du processus CAEJ et illustrés par les histoires ci-dessus, le focus groupe n°6 regroupant des enfants non membres du Conseil communal des enfants et des jeunes de Ouisselsate a fait ressortir des changements négatifs, comme la déception et le désintérêt des enfants vis-à-vis de leurs représentants élus, ou la non concrétisation d'un résultat attendu du projet, comme la mobilisation des services extérieurs et la convergence de leurs actions au niveau des communes CAEJ.

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Ces deux éléments « négatifs » relevés ne reflètent pas le manque d'efficacité du projet dans l'absolu mais plutôt la lenteur de sa mise en œuvre et certaines lacunes notamment dans le domaine de la communication. En effet, cette mise en œuvre a été précédée par un long travail de préparation et de sensibilisation des acteurs nationaux et locaux au concept international de Ville amie des enfants et par un effort intellectuel et institutionnel conséquent (voyages d'études, atelier de faisabilité, atelier de marocanisation du concept, etc.) pour adapter le concept global à la réalité et au paysage politique marocains puis, pour le faire admettre et comprendre par les acteurs nationaux, provinciaux et locaux.

Déception et sentiment de trahison après l'espoir suscité par l'élection du CCEJ

Histoire 1: L'élus menteur

Auteur : Un enfant anonyme du douar d'Assersa, commune de Ouisselsate

Brahim Babel nous a dit : « votez pour moi et vous aurez un bon terrain de sport, des arbres dans la cour de l'école, un service de transport scolaire, un gardien pour protéger l'école ». Après sa victoire, on l'a croisé un jour et on lui a fait remarquer qu'on ne voyait aucune réalisation. Alors il nous a dit : « laissez-moi, ce n'est pas mon problème ».

Histoire 2: Ce qui manque à Imdghr

Auteur : Un enfant anonyme du douar d'Imdghr, commune de Ouisselsate

Lors des élections, on a voté pour un garçon qui s'appelle « Brigo » en espérant qu'il allait faire tout ce qu'il nous avait promis, c'est-à-dire tout ce qu'on avait demandé pour le douar en dressant une liste de nos besoins : un service de transport scolaire, des terrains de sport, une école avec un gardien, de l'eau, de l'électricité, des fenêtres et des tables neuves, un joli aspect... Mais après les élections, notre élu n'a rien fait et nous, de notre côté, on ne lui parle plus ; on l'a oublié. Maintenant au douar, quand je veux reparler de tout ça, ça n'intéresse plus personne.

Faible connaissance du projet CAEJ par les représentants provinciaux des services déconcentrés de l'Etat, l'Entraide nationale entre autres

Titre : Sans

Auteur : Délégué de l'Entraide nationale, province de Ouarzazate (Adulte, M)

C'est la première fois que j'entends parler du programme Commune amie des enfants et des jeunes. Jusqu'ici, j'en ignorais tout. Ce que je viens d'entendre m'incite à souhaiter la réussite de cette initiative car je souhaite vraiment un changement dans la vie des citoyens de la commune de Ouisselsate.

Evaluation of “Adolescents: Agents of Positive Change” Programme – Phase I & II

Morocco Case Study: Summary report of stories collected through the Most Significant Change (MSC) methodology

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Seven focus group discussions were held with participants of the Child/Youth Friendly Municipalities (CAEJ) of the “Youth in Action” Phase 2 programme for the participatory evaluation of Phase I and II of the “Adolescents: Agents of Positive Change” programme implemented by UNICEF and its partners in Morocco.

Purpose

The focus group discussions (FGDs) sought to identify the most significant change beneficiaries (children, adolescents and adults) experienced in their lives as a result of the implementation of CAEJ in their respective municipalities.

Types of FGDs

Seven FGDs were conducted in three different sites: Ouarzazate province, Aït Ouallal rural municipality, and Taznakhte/Ouisselsate municipality. Each group consisted of five to eleven people, female and male totaling to 51 children, young people, and adults (please see Annex 1 – List of Contacts).

Adolescent and Youth FGDs

Three FGDs facilitated the collection of opinions and stories of 24 adolescents and young people from the ages of 10 to 23. Eight of these were females.

Two of the FGDs consisted of members of the Child/Youth Municipality Council (CYMC) in two pilot rural child/youth friendly municipalities, located in the region of Souss-Massa-Draa in the south of Morocco: the rural municipality of Ouisselsate (Ouarzazate province) and the rural municipality of Aït Ouallal (Zagora province). The third group was composed of randomly selected children and young people who are not members of the municipal council of child/youth in Ouisselsate or of any other organization or association.

Adult FGDs

The adults who met through the FGDs were selected so that they form a representative group of key individuals who are involved in the field implementation of CAEJ in four of the five pilot municipalities (Aït Ouallal, Bni Mathar, Guenfouda, and Ouisselsate). The stakeholders of the fifth pilot municipality (Tata) were not available during the field mission.

The adult groups included 27 elected officials, municipal and provincial officials, social workers, members of decentralized delegates of ministries and administrations involved in the rights of children and young people – Education, Health, Youth and Sports, Employment and Professional Training, Tourism, and Employment Agency.

The evaluation program that was proposed by UNICEF did not allow time for organizing a focus group discussion with parents or guardians of children and young people.

All focus group discussions respected the ethical guidelines recommended by UNICEF, especially with regard to the willingness and consent of participants or guardians (where minors were interviewed) and anonymity for the majority who wished not to sign their stories.

<i>Place of meeting</i>	<i>Profile of Participants</i>	<i>Sample Total</i>
1. Ouarzazate	Elected officials, officials of the pilot municipality of Ouisselsate and Ouarzazate province	5
2. Ouarzazate	Elected officials, officials of the pilot municipalities of Bni Mathar and Guenfouda and Jerada province	6
3. Aït Ouallal	Members of the Children/Youth Municipal Council of the pilot municipality of Aït Ouallal	8
4. Ouarzazate	Members of Decentralized State Services in Ouarzazate province	9
5. Ouarzazate	Members of the Children/Youth Municipal Council of the pilot municipality of Ouisselsate	7
6. Tazanakhte	Children and youth of the pilot municipality of Ouisselsate who are not members of any youth associations/organizations	9
7. Taznakhte	Elected officials, municipality officials and civil society members of the pilot municipality of Ouisselsate	7
Totals	--	51

Methodological Constraints

The focus group discussions, conducted in line with the Most Significant Change methodology adapted to the Moroccan context of the evaluation, encountered several constraints, including:

- It was not feasible to train the national consultant in the MSC methodology
- Recruiting and mobilizing local young researchers to support the data collection work of the MSC was not possible in Morocco
- The field mission was scheduled in three different locations and UNICEF prepared a tight evaluation program due to the short lead-time allocated for organizing the mission.

The consultants collected 51 stories from the members of the 7 FGDs. Neither the time allocated to the discussions nor the cultural norms of rural Morocco permitted the use of voting or choosing by consensus the story that was the most representative for each group (the internal social hierarchies within the FGDs would have skewed the choice anyway).

Finally, the consultants were not in a position to organize a final selection group, which was supposed to have been composed of one member from each FGD to select the most significant story from the 51 stories, collected.

Selection of the Most Significant Change

To overcome the challenges and offset the inconveniences outlined above, the consultants asked each group to identify by consensus the main type of change that was the most significant, as well as other significant changes that arose in the CAEJ project. They then tallied up the results of the

seven focus groups to select the principal most significant change. The synthesis brought out that the most significant change identified by FG members is: Children and young people's participation in local affairs and learning on citizenship.

The next top three most significant changes in order of importance are:

- A better understanding of the rights of children and young people by adolescents and adults
- Creation of municipality level impetus on the rights of children and adolescents as well as dialogue initiated between local administration and young people
- Increased self-esteem and an enriched social life for members of the children and adolescents municipality councils.

Stories illustrating the Most Significant Change in the CAEJ initiative

The stories presented below are the most representative of the four significant changes listed above. FGD participants wrote these stories essentially in classic or dialectal Arabic. The stories were then translated into French by a locally recruited interpreter under the supervision of the national consultant.

Theme 1: Children and young people's participation in local affairs and their learning of citizenship

Story 1: An active youth

Author: A female participant in Ouisselsate (age 20) Ouarzazate province, Souss-Massa-Draa

Since the elections and having participated in several sessions of our council, I felt that my situation has really changed. All the children and young people started confiding in me and I was able to get to know so many new people and build my self-confidence. I am conscious of the fact that I have huge responsibilities and that I must implement all that was required by the electoral program that I proposed to the children and adolescents in my douar [village], if I am not to lose their trust. I am now one of the people who represents the children and young people to the municipal council of the adults. The people think that we would bail out and not do what we promised. But I don't forget that it's not only the adolescents who trust me, but their parents also. All rely on me to improve the situation.

I experienced an important change because I gained so much new knowledge in several areas that go beyond the rights of children and young people. I have understood so many things thanks to the trainings that were facilitated by an expert in human rights and organized by the municipality. I've also learnt how to make so many friends, gain their respect and that of their parents, express myself and speak in public, and respect the opinion of others. In addition, I'm aware of the efforts put in by the officials of the municipality. I now know them personally and respect them. Likewise, my douar's erroneous perception of adolescents and youth, the municipality and the rights of the child has changed. The young people from the different douars have also more opportunity than before to meet and get to know each other.

I have chosen this change because it sums up well what has taken place after my election as a member of the municipality council of child and youth. This project has changed many things in our lives and in our society, giving henceforth value to young people and recognizing their role in building a better future. The population is today conscious of the rights of children and adolescents, which was not the case in the past.

In the future, I hope that all that we have anticipated is achieved and that the municipality of Ouisselsate and our council will become famous at the national and international levels. I would

like also that we have a place in the Child Parliament one day. But the most important is to find solutions for all the things that make the children and young people of Ouisselsate suffer.

Story 2: Child and youth Municipality Council – A powerhouse for creativity for the [adult] council

Author: Anonymous (a participant of a focus group held with adult municipal officials), Municipality of Bni Mathar (Jerada province, Oriental Region)

The municipality of Bni Mathar decided to be part of the CAEJ initiative. A municipality council of children and young people was created on December 24, 2010, as required by the nine pillars of CAEJ, particularly the first pillar concerning children and young people's participation in local governance. Today, the adult municipality council considers the council of child/youth a source of innovation.

Since its creation, a radical change taken effect, especially with regard to the status of children and young people. The municipality's doors are open to elected adolescents and youth who have benefited from trainings that have enabled them to gain a set of knowledge on their rights, self-expression and problem presentation. Since the creation of the council, the municipality has been more conscious of the need to find solutions for the problems adolescents face, especially since the implementation of the participatory research that has increased understanding of adolescents' lives.

Story 3: CAEJ↔JEAC: Youth and children friends of the municipality (scrambled interpretation of CAEJ to JEAC in French: Jeunes et enfants amis de la commune).

Author: Municipality Worker (Adult, Male), Ouisselsate, Ouarzazate province

The most significant change within CAEJ is that the municipality has become open to the opinions of children and young people. A centre for "listening" to adolescents' needs and orientation has just been put in place to help adolescents navigate their future. Prior to this, the municipality had supported the creation of the municipality council of children and young people so that they know and defend their rights.

Thanks to this initiative, more than 3,000 children and young people voted for their representatives during the election. The 26 elected adolescents are learning how to negotiate for and promote their rights. The relationship between the municipality and young people has developed, allowing adolescents to understand the municipal mission and work.

The openness of the municipality to children and young people is the result of a long process that has gone through several stages:

- Elected and local officials' ownership of the culture of rights of the child
- The signing of the Chart of Engagement CAEJ by the municipality
- The municipality's doors opening to children/young people through the creation of the municipal council for children and young people, also creating access to meeting rooms
- The municipality's warm reception and financing of children/young people's initiatives.

Up to now, the population had perceived the municipality like an entity reserved for adults and entirely dedicated for their affairs. That's why the interaction between adolescents and youth and the municipality represents to me the most significant change brought about by CAEJ project. This interaction encourages communication, allow adults to draw on the creativity of adolescents and youth and prepare for young people to take over in the future.

Theme 2: A better understanding of the rights of children and young people

Story: Young enthusiasts conscious of their rights

Author: Anonymous (a participant of a focus group held with adult municipal officials), Ouisselsate

The CAEJ initiative is very positive as it is based on the rights of children and young people and represents a means for promoting their rights in the rural areas, where they are not fulfilled.

Now that the Council of children and youth has been created, I have learned their rights and needs, including how to deal with them and how to guide them. The CAEJ initiative gives adolescents the opportunity to participate in local matters. I have observed that they now easily discuss their rights and contribute to the progress of the municipality.

Theme 3: Creation of municipality level impetus on the rights of children and young people as well as initiation of dialogue between local administration and young people

Story 1: In the world of stars

Author: Official (Adult, Male) - Guenfouda municipality (Jerada province, Oriental Region)

A big change has taken place in my professional and personal life. Since my municipality has become “friendly to children and youth”, it must take on a new load in order to resolve the problems of children and young people. The municipality must therefore open its doors to them, and establish relations with national and international institutions such as UNICEF to improve the situation.

All this process started after a meeting organized in Bouznika two years ago, where we learnt of the launch of CAEJ and we decided to be part of it. Since that moment, everything changed: I had to go to Rabat several times for meetings and consultations, travel non-stop to the north, to the west, to the south... These events changed a lot of things in my life. I started getting home late, bringing files that I didn't have time to go through in the office. My home was transformed into some kind of an administration centre. There are files and documents everywhere, from the bedroom to the kitchen, it's a wreck... And the entire family is starting to complain. But I know what to answer them, I tell them: “Be proud and optimistic, I will soon become a star in the world of children and youth!”

Theme 4: Self-esteem and an enriched social life for members of the children and youth municipality councils

Story 1: No longer shy

Author: President of a municipality council of children and young people (age 12, male)

When I became president of the municipality council of children/youth, I felt that something had truly changed, that I was never the same as before. Today, I know important personalities from Morocco's history, such as the people from UNICEF, and I'm no longer scared of them. I am no longer shy as I was before the elections.

I strongly advise children and young people in my municipality to become candidates in the next elections that will be held in 2016, because the council of children and youth encourages its members to grow and develop their personality. It helps them learn to claim their rights and defend those of their friends.

Story 2: From isolation to openness

Author: Member of Child/Youth Municipality Council, (age 20, M) Ouisselsate

The project has brought a lot of changes for me, but most importantly, it has allowed me to set up a friendly relationship with the children and adolescents that I represent and defend. This is an important asset. The friendship has enabled me to open up to others, as man alone is not self-sufficient.

As Aristotle said “friendship is a virtue or one cannot exist without virtue” and it is friendship that allows individuals to be interested in society. In any case, it is the friendly connections that I have developed within the CAEJ framework that have constituted the most important change for me: now, people like me, I have become their preferred friend because I have an important place in the society.

I used to be lonely and isolated and I was never interested in my douar. Since the elections however and thanks to the support of my numerous friends who help me to carry out my duties, I now feel responsible for the success of my municipality.

Stories on some of the CAEJ project’s limitations

Apart from the positive MSC stories pulled out from the implementation of CAEJ as shown by the stories above, the sixth focus group consisting of adolescents who are not members of the municipality council of child/youth of Ouisselsate touched on negative experiences, such as deception and disinterest of adolescents towards their elected representatives, or the lack of realization of an expected result of the project, such as the mobilization of External Services and the coordination of their actions at the level of CAEJ municipalities.

The two “negative” stories collected do not reflect the project’s lack of efficiency but rather the long lead-time to implementation and other gaps, especially in the area of communications. In fact, the implementation was preceded by a long work of preparation and sensitization of national and local actors on the international concept of Child Friendly City and through intellectual and institutional efforts (study trips, feasibility study workshop, workshop on adapting the concept to Morocco, etc.), to adapt the global concept to the local reality and to the Moroccan political landscape, and, to have it accepted and understood by national, provincial, and local actors.

Deception and a feeling of letdown after the local youth election

Story 1: The elected liar

Author: Anonymous adolescent – Assersa douar, Ouisselsate, Ouarzazate

Brahim Babel told us “vote for me and you will have a great field for sports, trees in the school yard, school transport, and a guard to protect the school”. After his victory, we saw him one day and we told him that we did not see any achievement. Then he said “leave me alone, it’s not my problem”.

Story 2: What is missing in Imdghr

Author: An anonymous adolescent from the Imdghr douar, Ouisselsate, Ouarzazate

During the elections, we voted for a boy called “Brigo” hoping that he would do everything that he had promised, meaning, all that we had asked for the douar by listing our needs: school transport, sports fields, a school that has a guard, water, electricity, windows, and new tables, and a beautiful appearance... But after the elections, our elected representative did nothing and we, on our part, don’t talk to him anymore. We have forgotten about him. Now in the douar, when I want to talk about all this stuff, no one is interested anymore.

Weak understanding of CAEJ by provincial representatives of Decentralized State Services, Entraide Nationale, and others

Story: Without

Author: Delegate (Male adult)

It's the first time that I'm hearing about this programme of child/youth friendly municipality. I was unaware of it up to now. What I have just heard motivates me to hope for the success of the initiative as I really hope for a change in the lives of the citizens of Ouisselsate municipality.

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