2020 | Evaluation report

Morocco

Evaluation of the initiative:

"Tous autour de l'enfance. Prevention and protection services for the benefit of single mothers, minors lacking family support and disabled children in Morocco".

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# LIST OF ACRONYMS

| | |
|---|---|
| Ai.Bi. | *Associazione Amici dei Bambini* (Children's Friends Association) |
| AICS | Italian Agency for Development Cooperation |
| ANAPEC | *Agence Nationale de Promotion de l'Emploi et des Compétences (National agency for promotion of employment and skills)* |
| CBR | Community-Based Rehabilitation |
| CDEPF | Collectif pour le Droit des Enfants à la Protection Familiale (Collective for Children's Right to Family Protection) |
| CEDAW | Committee on the Elimination of Discrimination against Women |
| CIHEAM | International Centre for Advanced Mediterranean Agronomic Studies |
| CLIO | *Centro Locale di Informazione e Orientamento* (Local Centre for Information and Guidance) |
| CNDH | *Conseil National des droits de l'Homme* (National Human Rights Council) |
| COAPH | *Centre d'Orientation et d'Accueil des Personnes Handicapées* (Guidance and Reception Centre for People with Disabilities) |
| CRC | Convention on the Rights of the Child |
| CRPD | Convention on the Rights of Persons with Disabilities |
| CSO | Civil Society Organisation |
| DAC | Development Assistance Committee |
| DAO | Orphanage "Dar Atfal al Wafae" |
| DGCS | *Direzione Generale Cooperazione allo Sviluppo* (Directorate General for Development Cooperation) |
| DIDH | Interministerial Department for Human Rights |
| DPOs | Disabled Persons' Organizations |
| ENI | European Neighbourhood Instrument |
| EU | European Union |
| FRZ | Foundation Rita Zniber |
| GDP | Gross Domestic Product |
| HCI | Human Capital Index |
| HCP | *Haut-commissariat au plan* (High Commission for Planning) |
| HDI | Human Development Index |
| ICF | International Classification of Functioning, Disability and Health |

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|---|---|
| ILO | International Labour Organization |
| INSAF | *Institut national de solidarité avec les femmes en détresse* (National Institute for Solidarity with Women in Distress) |
| IOM | International Organization for Migration |
| M.A.R.O.C.C.O. | *Mamme Attive nella Riabilitazione, Orientamento e Coinvolgimento delle Comunità* (Active Mothers in Community Rehabilitation, Orientation and Involvement) |
| MAECI | *Ministero degli Affari Esteri e della Cooperazione Internazionale* (Ministry of Foreign Affairs and International Cooperation) |
| MENA | Middle East and North Africa |
| MLAL | *Movimento Laici America Latina* (Lay People's Movement for Latin America) |
| NGO | Non-Governmental Organisation |
| NSEGE | National Strategy for Equity and Gender Equality |
| OECD | Organisation for Economic Co-operation and Development (OECD) |
| OVCI | *Organismo di Volontariato per la Cooperazione Internazionale* (Volunteers Body for International Cooperation) |
| PANE | *Plan d'action national pour l'enfant* (National Action Plan for Children) |
| PPIPEM | *Politique Publique Intégrée de Protection de l'Enfance au Maroc* (Integrated Public Policy for Child Protection in Morocco) |
| PSH | *Personnes en situation de handicap* (People with disabilities) |
| PVS | *Paesi in via di sviluppo* (Developing Countries) |
| SAFIR | *Service d'Accompagnement, Formation, Information et Reseautage* (Support, Training, Information and Networking Service)) |
| SDG | Sustainable Development Goals |
| TAMKINE | "Multi-sectoral Programme to Fight against Gender-Based Violence through the Empowerment of Women and Girls in Morocco" |
| UN Women | UN Women is the United Nations entity dedicated to gender equality and the empowerment of women. |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| USD | United States Dollar |
| WHO | World Health Organisation |

# SINTHESYS

The initiative is based on a series of considerations made by NGOs (Ai.Bi. – as leader –, OVCI and Soleterre) promoting the initiative regarding the issue of abandoned childhood in Morocco that in their analysis state: *"...One of the factors behind the phenomenon of child abandonment is that of unwanted pregnancies as a result of rape and sex outside marriage. Social and cultural constraints, health problems (disabilities) and economic difficulties naturally compound the burden of poverty and vulnerability in an unprotected setting marked by family conflicts".*

The initiative under review pursued the **general aim of** helping to promote and defend the social and economic rights of single mothers and their children, abandoned children or children at risk abandonment, and the **specific aim** of strengthening the role of civil society organisations engaged in these areas, with the study, drawing up, enactment and monitoring of policies and services dedicated to these vulnerable categories.

With regard to these goals, some **expected results** were listed for different lines of action:

- to raise knowledge about and disclose the phenomenon through research and sectoral mapping;
- to identify, consolidate and activate pilot local services that can be incorporated in the local network of social and educational services in relation to processes and forms of social marginalisation of single mothers, abandoned children and disabled children;
- to start up and strengthen political and institutional *advocacy* initiatives, through the creation of a national Platform on the topic and a Plan of Action to be proposed to and discussed with national institutions;
- to launch a national information and awareness-building campaign that can help to bring down the walls of silence and social stigma attached to single mothers, abandoned children and disabled children.

The main groups of **final beneficiaries for the intervention** and implemented services were:

- **single mothers** belonging to vulnerable categories and women at risk of unwanted pregnancies outside marriage;
- deinstitutionalized minors, abandoned or at risk of abandonment and with disability.

**Other direct targets** of the initiative were:

- at least **200 social workers** engaged in services coming under the project and in local (public and private) services in the cities of Tangier, Meknes, Fez, Rabat and Casablanca, or belonging to 20 Moroccan CSOs, involved in creating and activating the National Platform and beneficiaries of awareness-building and training activities;
- **30 journalists and press officers** given information and training about the topic and involved in public information activities and campaigns;
- **20,000 citizens** in the country reached through the project's information and awareness-building campaigns and services carried out by the project.

The initiative was carried out by the promoting associations Ai.Bi. Associazione Amici dei Bambini in partnership with Soleterre – Strategie di Pace onlus and OVCI – La nostra famiglia, and with some local associations in areas where the project was rolled out, including: Association "Casa Lahnina"; CLIO – Centre Local d'Information et Orientation ; Association "100% Mamans"; Fondation "Rita Zniber"; Association "Dar Atfal Al Wafae"; Association INSAF (Institut national de solidarité avec les femmes en détresse); Association "Osraty"; Association "SOS Village d'Enfants". In addition to these associations, two **institutional partners** were involved: UNICEF

Morocco and Entraide Nationale, a public body answering to the Ministry for Social Development, Women, the Family and Solidarity.

Local **associations** were brought together in the Collective for Children's Right to Family Protection (CDEPF), an informal grouping created in February 2013 to make the Moroccan government aware of the creation of the National Family and Childhood Council as provided for by the new Moroccan Constitution (in force since 1 July 2011).

The initiative was presented on 5 December 2014, approved by the Directing Committee with Resolution no. 71 dated 29 May 2015 and officially launched on 4 January 2016. Activities concluded formally on 3 January 2018, resulting in an **actual duration of 24 months**, as scheduled.

From a methodological point of view, measures taken to combat the spread of the COVID19 epidemic, beyond the documentary analysis normally carried out in the preliminary phases of the evaluation, made it necessary to **review the project tools** and adopt **remote consultation** procedures in relations with beneficiaries and the main actors involved. To consult information sources evaluators made use of a **host of tools**, **varying** depending on the interlocutor and on the data and information to be collected.

Globally, 83 beneficiaries were consulted through four online questionnaires: 46 to single mothers assisted by the project; 20 parents of as many disabled children; 12 to deinstitutionalized minors, or out of institutions; 5 members of the Moroccan CSOs benefiting from the training of the project. As for the main actors, 33 actors were consulted through online interviews, in particular: 5 operators in the disability sector trained by the project; 8 representatives (at the level of the central offices in Italy and the peripheral offices in Morocco) of the three NGOs; 12 representatives of the local CSOs partners of the project; 5 representatives of the local CSOs not partners of the project; 1 journalist and communication operator; 2 MAECI officials (in addition to those who attended the start-up meeting, the conference call dedicated to the comments on the final report and the presentations of the report).

The results of the evaluation exercise were particularly affected by the existence of "parallel projects" or "twin projects" carried out by the same NGOs with actions very similar and in the same timeframe but financed by other donors. They are the following:

- another project from Ai.Bi. and funded by the European Union, entitled « *PLATEFORME CDE: Projet de création d'une Plateforme Nationale pour le développement, la mise en œuvre et le suivi des politiques publiques en matière d'enfance, dans le respect de la CDE* », officially launched in January 2016, **at the same time as** the start-up of the project "*Tous autour de l'enfance*", and concluded in January 2019;
- the project Soleterre in partnership with the association 100% Mamans entitled "*Mères en ligne*", operational since 2015, with the same services foreseen by the project "*Tous autour de l'enfance*"). The project was funded by the European Union in partnership with the Social Development Agency;
- the project rolled out by OVCI regarding the expansion of the SAFIR service centre and application of CBR, funded by the Friuli-Venezia Giulia Region, pilot project initiated in June 2015 and completed in November 2016.

The simultaneous presence of different projects with the same actors and the same beneficiaries has in fact produced an overlap between the different actions that have made it particularly difficult to attribute the effects of these actions to one project rather than another.

Concerning the performances analysed through the evaluation criteria adopted, the project shows:

- a relevance in theory relevant in respect of the local context, but strongly mitigated by some aspects that hampered its chances of success, due in particular to the predominance from both a theoretical paradigm and operational modalities linked to the rights of children, relegating to a side issue the question of women's rights and thus neglecting the process of social stigma and marginalisation that women undergo and whose effects are often the basis of abandonment;
- a low level of coherence, both internal and external, due above all to overlaps with "twin projects" funded by other cooperation agencies involving the same organisations in the same time frames, while taking different approaches, sometimes conflicting, within different parts of the intervention;
- various degrees of effectiveness depending on the actions and the actors performing the actions. In some cases actions are difficult to evaluate due to overlaps with other projects. In general they were very good for some service centres providing assistance to single mothers and for activities performed in favour of disabled children, while they were poor, or very poor, for other service centres. Other actions were again difficult to assess (or were assessed negatively or very negatively as for the training actions of CSOs), due to the aforementioned overlapping of projects (like the Platform);
- the efficiency of the project was in theory good, but again this judgement was strongly mitigated, among other things, by the overlapping of similar projects funded by different donors to the same organisations;
- its impact was difficult to evaluate due to the absence of baselines, even for activities that had been in place prior to the project, such as for the service centres of Tangier and Casablanca, which in any case appear to have benefited from the support of the project in expanding their services; for the other two centres of Fez and Meknes, the impact appeared to be very poor (the two centres assisted just 45 mothers in two years). Even for very interesting activities such as the service charters, impact was actually poor, due to the problems encountered disseminating these charters. For many activities, including those connected with the Platform, the impact did not appear to be particularly significant, considering the fact they were performed without the support of Italian Cooperation. Finally, the impact made by training to strengthen the Moroccan association movement may be considered to be null;
- a general low level of sustainability, due to the absence of an *exit strategy*, and mainly to the disappointed expectations of beneficiaries, which leaded to frustrations over the sudden cessation of services provided (except for those services already in place prior to the start of the project, such as the service centres helping single mothers in Tangier and Casablanca);
- a visibility made difficult due to the confusion caused to beneficiaries, as well as some project service workers, by the presence of different funding sources for similar or identical activities in the same time period and for the same NGOs involved in the project "*Tous autour de l'enfance*".

Looking at the conclusions of such exercise, the project undoubtedly made a contribution to uncovering, in relations with public opinion, policymakers and actors involved in the issues of pregnancies out of wedlock and child abandonment in Morocco. It also made available a national and international stage, through both Platform activities and, more generally, awareness-building activities relating to children's rights. However, there were also negative aspects such as: the fact that the intervention did not really possess the traits of a "pilot project", since the various planned actions were already being performed as part of other interventions promoted by the same three NGOs with other donors funds and that were simply doubled by the project "*Tous autour de l'enfance*"; a formulation of the project with fatal flaws at an institutional level, with the allocation

of tasks among three promoting NGO that followed very different intervention logics and missions. This brought about the risk of having three different projects; the difference of approaches as to the performing of the same action, such as for service centres offering assistance to single mothers; an extreme logical simplification of the question of abandoned children by adopting as a single paradigm, that of children's rights, to the detriment of other paradigms, such as that of women's rights.

As for lessons learned, the evaluation team believes that:

- The coexistence of extremely different approaches is not always a positive sign for a project. It may indeed bring about too great a separation between different parts of the project or even between different actors working on the same component.
- The issue of children's rights, with special reference to children born out of wedlock, is intrinsically bound to the question of gender equality. To make profound changes to the social and cultural fabric and combat the phenomenon of child abandonment, it's necessary to eradicate the stigma suffered by women, adopting a holistic approach that can involve all stakeholders.
- The problem of child abandonment cannot be solved simply by ensuring that the child is not abandoned at birth (or immediately thereafter), it is necessary to create a caring environment around the mother, who needs to be helped at least in the early stages of the child's growth by means of continuous *follow-up* activity, including forms of psychological, legal and material help at times of special need, as well as help with social integration, doing as much as possible to eradicate the reasons that contributed to her marginalisation and social exclusion.

Finally, based on the evaluation results, it's possible to formulate the following recommendations:

GENERAL RECOMMENDATIONS

1. Setting up a coordination among donors in order to prevent a non-productive overlapping of funding provided for the same actions performed by the same organisations over the same period of time. Promote, within donors, the establishment of a thematic group (as is the case for other sectors and themes) in order to formulate a common strategy, in agreement with government authorities, in relation to the phenomena of abandoned children in Morocco.
2. Providing for an adequate duration of the projects to ensure greater and above all lasting effectiveness over time. In particular, projects such as the one evaluated that deals with complex social processes and examines the deeper dimensions of a territory's society and culture cannot hope to bring about appreciable effects in such a short time frame, i.e. 2 years.
3. Avoiding interventions aimed at the same time at a plurality of vulnerable categories, each having different problems, which cannot be treated with a single approach and with pre-established solutions as in the case of single mothers, abandoned children, deinstitutionalised minors and disabled children.
4. Limiting the number of actors who implement the related actions in order to facilitate the adoption of coherent and shared approaches and methods of intervention.
5. Providing an exit strategy to prevent feelings of abandonment and frustration from the weaker categories of beneficiaries; in particular, the absence of an adequate strategy of disengagement can produce real regression processes of the improvements obtained, as, in the project evaluated, in the case of disabled children / teenagers.
6. Planning for external monitoring and interim evaluation actions in order to be able to make adjustments in response to objective context-related difficulties and to share a vision about the problems faced and possible solutions.

7. Making the measure the impact possible, establishing baselines, i.e. the initial situation in the context in which the project is rolled out, using statistical data and measurable indicators.
8. Improving communication, with special reference to the visibility of the Italian development cooperation.
9. Providing for efficient archiving where collecting and classifying data and information not simply for recording activities and results but also for knowing the social traits of beneficiaries. This point is particularly relevant when recording unexpected results and the trends and processes generated by the project.
10. Improving the reporting system: information is often approximate, and data given are unclear and not easy to interpret.

## SPECIFIC RECOMMENDATIONS

11. Providing interventions for the full involvement of families of disabled children through a holistic and pluridisciplinary approach also offering varied social protection schemes, so that the family is not left alone to face up to the difficulties and problems arising from the condition of their child.
12. Acting not only on the effects, but also on the causes concerning the phenomenon of child abandonment. These causes are connected with the social stigma and process of social marginalisation and exclusion that mothers undergo, and more generally with the issue of gender equality and women's *empowerment.*
13. Providing for a follow-up after the intervention of the service centres for single mothers, ensuring support from all points of view (psychological, financial, legal, institutional, career guidance, etc.), regardless of the decision taken by the mother about her child, and actually even more so in those cases in which the mother decides not to abandon her child.

# 1. Awarding and Execution Procedure

Further to the tender procedure CIG 8053858DDC called by Office III of the DGCS of the Foreign Affairs and International Cooperation Ministry to evaluate the project "*Tous autour de l'enfance. Prevention and protection services for the benefit of single mothers, minors lacking family support and disabled children in Morocco*", with the award decree DM no. MAE0003208 dated 9/1/2020, the company STEM-VCR srl was entrusted with said evaluation.

After the signature of the contract on 3 February 2020 and the start-up meeting between DGCS, AICS and STEM-VCR representatives, the evaluation has been officially started on 19 February 2020 and should have been ended on 18 May 2020.

Following the outbreak of the COVID19 epidemic and the taking of measures to combat the outbreak, in a communication released on 10 March, five days prior to the start of the mission in Morocco, the MAECI offices suspended activities relating to the evaluation of the programme "*Tous autour de l'enfance*". The suspension lasted until 3 May 2020.

When activities were suspended, practically all activities pertaining to the collection and analysis of documentation had been completed, and numerous remote interviews had been conducted with the heads of non-government organisations, in Italy and Morocco, involved in the programme rollout.

Activities entailing the preparation of sundry technical tools had also been completed, and four Moroccan experts, members of the evaluation team, had already been trained in numerous group sessions via Skype.

Finally, the schedule for the field mission, from 15 to 28 March, had been fixed, together with most of the meetings with institutions and with beneficiaries (for the latter, both individual and group meetings, also in the form of focus groups).

Around mid-March Moroccan authorities were also taking similar measures to deal with the epidemic, including compulsory quarantine of 14 days for anyone arriving from overseas, followed by more drastic measures, such as the complete isolation – except for essential activities of course – of Moroccan citizens and the suspension of incoming and outgoing international flights.

Due to the continuing health emergency and relative restrictions imposed on economic and social life in Italy and Morocco, on 20 April the company STEM-VCR drew up an alternative plan to the field mission in order to be able to complete the final phase of the evaluation, entailing remote consultations with project beneficiaries. This plan had become necessary in light of uncertainty regarding time frames and ways of returning to normality. This made it difficult if not impossible to make plans for final evaluation activities still to be performed.

In this situation, MAECI offices gave the go-ahead on 4 May for changes to the method proposed by STEM-VCR to complete the final evaluation phase. These changes related chiefly to the adoption of remote evaluation procedures using online tools (questionnaires, interviews and teleconferencing) in response to the numerous problems caused by measures to combat the COVID19 epidemic, and are described in the chapter on the methodological approach.

# 2. Background to the evaluated project

## 2.1 Country situation

### *2.1.1 Short description of active development policies in the country and its political, socio-economic, cultural and institutional situation*

Morocco's economy has grown steadily over the past 30 years, with an average yearly growth rate of 2.3%.

Between 2010 and 2020 PIL/GDP grew by 3%[1]. Morocco's GDP per capita rose from 3,809 USD in 1990 to 7,480 USD in 2019[2] (at purchasing power parities, taking 2011 as the baseline).

However, the rise in GDP has not resulted in a drop in **income inequality**. The Gini income equality index is around 0.395. This value is higher than other for countries in North Africa. In Morocco income inequality is thus higher than the average for countries in the region.

The economic growth achieved over the past 30 years has at least **improved** the Human Development Index (HDI), which rose by 47.7% between 1990 and 2018. UNDP figures show an estimated HDI for Morocco of around 0.676 in 2018 (UNDP, 2019[3]). Morocco is in 121st place among 189 countries in the average human development category (cf. UNDP Country Report 2019[4]). Even though it has reacted better than others to the turmoil of the Arab Spring, the country is still suffering from a number of **contradictions and difficult social situations**. The more disadvantaged members of society are suffering from marginalisation in poorer areas.

Morocco's HDI is lower than that of other countries in North Africa, such as Tunisia, Libya, Egypt and Algeria. Morocco is suffering from a **high Multidimensional Poverty Index**. This indicator gauges the combination of three dimensions of deprivation, namely health, education and standard of living. The 2019 country report drafted by UNDP stresses that about 18% of the population is multidimensionally poor.

Morocco's Human Capital Index (HCI) stood at around 0.50 in 2017. This means that a child born today in Morocco will be, on average, 50% **less productive** than might have been the case had he/she received a full education and been in good health. Even though Morocco's HCI grew in the period going from 2012 to 2017, from 0.46 to 0.50, in 2017 this index was lower than the average for the region and than the average for its income group (World Bank, 2018[5]).

Looking at other economic data, it is noted that the balance of payments (imports/exports) made up 88% of GDP. Imports of goods and services made up 38.7%, while exports made up 49.3% of GDP. In 2018 Morocco had a **negative trade balance** of 21.921bn USD[6].

Moving on to the **employment rate**, in 2018 41.3% of the working population (persons above the age of 15) were employed. Farm workers made up 38.1% of the total labour force. In the same year 9% of the working population was unemployed. The gender ratio for unemployed persons was 1.21 (i.e. 121 women jobless to every 100 men).

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[1] https://databank.worldbank.org/views/reports/reportwidget.aspx?Report_Name=CountryProfile&Id=b450fd57&tbar=y&dd=y&inf=n&zm=n&country=MAR
[2] GDP was calculated using USD at purchasing power parities, taking 2011 as the baseline
[3] http://hdr.undp.org/en/countries/profiles/MAR
[4] http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/MAR.pdf
[5] https://databank.worldbank.org/data/download/hci/HCI_2pager_MAR.pdf
[6] https://wits.worldbank.org/CountryProfile/en/MAR

Unemployment appears to be a phenomenon affecting mostly youngsters. In 2018 **youth unemployment** (persons aged from 14 to 25) stood at 21.9%, with a gender ratio of 1.03.[7]

It should be noted however that the **informal sector** is an important part of the economy. This sector has however begun to shrink, going from 36.5% of the total economy in 1999 to 33.1% in 2007. The informal sector has contributed an average 34.9% to GDP (Schneider, 2012[8]). 78.5% of non-agricultural employment was informal in the period 2005/2010 (Charmes, 2012[9]). The economic crisis that the country is now undergoing as a result of measures to combat the COVID19 epidemic will naturally lead to a rise in the relevance of the informal sector within the Moroccan economy, even though forecasts are difficult to make in view of the uncertain outcome of the health emergency.

Looking now at **literacy levels**, official statistics from the Haut-Commissariat au Plan for 2014 give a literacy rate of 67.8%. Figures vary considerably depending on gender and rural/urban setting. The literacy rate for men is 77.8%, and just 57.9% for women[10]. Literacy also varies according to the urban or rural setting: 77.4% of city dwellers are literate, while the figure drops to 52.5% in rural areas. In greater detail, the literacy rate for men in urban areas reaches 86%, while for women it is 69%. 65.1% of men in rural areas are literate, compared with 39.9% of women.

The UNDP gives similar figures for 2018, with a national literacy rate of 69.4%. These figures point to a relevant **gender gap** in the education system. Males spend an average of 6.4 years in education, compared with 4.6 years for females. Moreover, 35.6% of boys complete secondary school, while only 29% of girls complete secondary education[11].

As far as children are concerned, all available sources give very critical data. Morocco is suffering in particular from three problems in this area: **abandoned children**, **early marriages** and **disabled children**.

Looking at the issue of abandoned children, these are often children born out of wedlock, for which no precise statistics are available, only estimates. According to a publication issued by UNICEF and some Moroccan child protection associations[12], in 2017 10,028 minors were living in care structures managed by Entraide Nationale and civil society associations, of whom 7,064 boys and 2,964 girls. In a recent interview Aïcha Ech-Chenna, president of the Moroccan association Solidarité féminine[13], stated that **24 children** a day were abandoned in Morocco, and that every year the bodies of **300 newborns** were found in landfills.

According to the Annuaire Statistique du Maroc for 2018[14], official figures for applications for **marriages involving persons** below the age of 18 filed with the Ministry of Justice showed a total of 38,722 requests in 2017 (down slightly on the 2016 figure of 39,737 and the 2015 figure of 41,247 applications). A total of 26,298 of these requests were accepted (again with a drop in the number compared with 2016 (27,205) and 2015 (30,230).

[7] http://hdr.undp.org/en/countries/profiles/MAR
[8] Schneider, F. (2012). The shadow economy and work in the shadow: what do we (not) know? IZA DP No. 6423. IZA
[9] Charmes, J. (2012). The informal economy worldwide: Trends and characteristics. *Margin: The Journal of Applied Economic Research*, 6(2), 103-132
[10] Haut Commissariat au Plan, Recensement général de la population et de l'habitat, 2018
[11] http://hdr.undp.org/en/countries/profiles/MAR
[12] ONDH, ONDE, UNICEF, Situation des enfants au Maroc, 2019
[13] https://www.francetvinfo.fr/monde/afrique/societe-africaine/maroc-24-bebes-jetes-chaque-jour-a-la-poubelle_3708469.html
[14] Haut-Commissariat au Plan, Annuaire Statistique du Maroc, 2018

The problem of **disabled children** is exacerbated by **low school attendance levels**. Although important progress was made in the period 2004-2014, going from 32.4% in 2004 to 55.1% in 2014, there remain significant variations depending on age and setting (rural or urban)[15]. According to the Instance Nationale d'Evaluation auprès du Conseil Supérieur de l'Education, de la Formation et de la Recherche Scientifique, in the two years 2015-2016 disabled children in Morocco had a school attendance rate of 49.5% in urban areas and 32.9% in rural settings. With regard to age classes, 37.8% of disabled children aged from 6 to 11 attended school, a figure that rose to 50.1% for the next age class (12-14), before falling to 39.9% for the 15-17 age group[16].

Looking at **development policies**, work in recent years has focused in particular on a new development model, firstly with a view to generating sufficient wealth and secondly to distributing this wealth evenly, reducing social inequality.

Following the address given by King Mohammed VI on 13 October 2017 on the occasion of the opening of the second legislative year of the 10th legislature, a committee was set up within the Economic and Social Council, made up of the country's active forces. In late 2019 and early 2020 this committee analysed the **inadequacies and weaknesses of the development model** that had underpinned public policies in Morocco but that was no longer in line with the country's economic and social trends.

The committee identified six main **weaknesses** of the existing development model:

a. Citizens are not given the right conditions, means or resources to be able to make an effective contribution to development;
b. Women remain on the margins of development;
c. The rural world is isolated and ill-equipped to make a meaningful contribution to the country's development;
d. A system of privileges leads to more exclusion and slows down overall growth;
e. Entrepreneurs are held back by constraints that limit their initiative and reduce the number of available opportunities;
f. A general situation that makes it difficult to interpret public policies, which are often implemented slowly and inefficiently.

Having singled out these weaknesses, the Committee identified **nine choices** (or priorities) that should lie at the heart of the new model of development and that public policies should refer to in order to build up confidence and make Morocco a united and prosperous country for all its citizens. These priorities are as follows:

- Priority 1: a national education and training system, with the student at its centre, based on the development of skills, the empowerment and motivation of the actors involved, with the aim of educating citizens to play a part in economic and social progress
- Priority 2: a new generation of efficient and accessible public services based on the empowerment of stakeholders and fully exploiting the opportunities offered by digital transformation
- Priority 3: a context that ensures healthy competition and regulates advantages, incomes and privileges in order to foster efficient investments in production and reduce inequality

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[15] ONDH, ONDE, UNICEF, Situation des enfants au Maroc, 2019
[16] Instance Nationale d'Evaluation auprès du Conseil Supérieur de l'Education, de la Formation et de la Recherche Scientifique. Evaluation du modèle d'éducation des enfants en situation de handicap au Maroc: vers une éducation inclusive, 2019

- Priority 4: a structural overhaul of the economy, including the informal sector, based on entrepreneurship and innovation and aimed at promoting industry
- Priority 5: the independence of women, to make them development actors, exercising their rights for a full participation in the country's economic, social, political and cultural life
- Priority 6: a rural world that is integrated, enhanced, attractive and connected
- Priority 7: organised solidarity aimed at reducing social and territorial inequality, providing universal social protection and funded by a fair contribution from citizens
- Priority 8: a protected natural capital, enhanced in a sustainable manner, to promote long-term growth
- Priority 9: a State governed by the rule of law principle, guaranteeing the general interest, performing a public action over the territory founded on coherence, transparency, effectiveness and regular appraisal.

These nine choices or priorities are the **pillars** that will underpin the new model of development and inspire the country's public policies in the future.

### 2.1.2 The protection and promotion of children's, women's and disabled persons' rights

Article 31 of the 2011 Constitution expressly states that the State, public bodies and local authorities should work to mobilise all available resources to **facilitate citizens' equal access** to conditions that will allow them to exercise the right to social protection, health insurance, mutual assistance or solidarity organised by the State, transforming the management of insecurity and vulnerability of particular categories of Moroccan citizens. This article of the Constitution has transformed the paradigm of a charity-based model to one based on basic human rights.

The **reform of the social protection system** has thus become one of the government's priorities. Notwithstanding the efforts made by Morocco over the past two decades in this area, a number of issues continue to prevent vulnerable members of society from exercising the rights laid out in the 2011 Constitution. The analysis of documentation brings up a number of questions. Many projects have not been followed through with a sufficient degree of coordination and convergence. This has resulted in programme overlaps, inaccurate targeting, creating a gap in the coverage of the target population, a lack of efficiency and effectiveness of programmes, plus high running costs and inadequate investments, particularly in human resources.

The Ministry for solidarity, the family, equality and social development, created to promote welfare in Morocco as laid out in the 2011 Constitution, has drawn up and developed many public policies and actions to benefit **disadvantaged sections of the population**. The Ministry's initiatives remain invisible to target populations, however, and it has proved difficult to position and communicate its range of action. This is due chiefly to a lack of available resources, in particular human resources, and to the wide range of issues to be tackled and beneficiaries to help. Furthermore, the complexity of the institutional set-up (with a lack of decentralised offices and two agencies plus one training institute to supervise) requires intense coordination work and effective communication channels. The system in general is also fragmented, and there are structural difficulties, such as the gap between national and local levels and among actors.

In recent times a number of integrated public policies have been implemented to overcome these difficulties. Policies refer to disabled persons, children's rights, the Ikram plan to promote women's rights and a national child protection policy. The coordination of activities to make these policies effective remains an important question for the future of many Moroccans that find themselves in an **uncertain and vulnerable** situation.

The Moroccan government's public policy relating to **children's rights** is based on the ratification of the international Convention on the rights of the child signed on 12 June 1993. Since this ratification, Morocco has given concrete form to its commitment to children's rights by implementing the National Plan of Action for Children (PANE) (2006-2015), which had 10 strategic goals: (i) to foster children's right to health and a healthy life; (ii) to foster children's right to development; (iii) to foster children's right to protection; (iv) to strengthen children's rights to obtain registration in the civil registry; (v) to develop greater fairness; (vi) to strength the capabilities of those having responsibilities towards children; (vii) to increase and optimise financial and human resources used to ensure children's rights; (viii) to create partnership and accountability mechanisms; (ix) to develop an information system and a system to monitor children's rights; (x) to ensure the conditions needed to implement the PANE through an inter- and multi-sectoral approach.

Article 32 of the **2011 Constitution** also refers to children's rights, including the right to basic education, equality of legal protection and social consideration, establishing the protection of these rights.

The PANE assessment carried out in 2011 revealed however that child protection in Morocco is based on initiatives and actions **lacking in unity and coordination** between the public sector and the association movement. While the number of ongoing initiatives is encouraging, there are overlaps of mandates, roles and responsibilities. The lack of coordination between State bodies, civil society and donors prevents the optimal use of already limited human and financial resources. There is an uneven presence of stakeholders over the territory, limiting the coverage of child protection services.

The area of child protection, moreover, entailing prevention actions against child abuse, negligence, exploitation and violence, in many different settings, is a specialist activity requiring the intervention of social and legal services, as well as **close cooperation** with other sectors, such as healthcare, education, safety or employment.

These factors drove the Ministry for children to adopt an **integrated** child protection policy in 2014. This policy sets out to provide all children with effective and lasting protection against all forms of violence, abuse, exploitation and abandonment, with five strategic aims: i) to make laws more effective in protecting minors; ii) to create integrated regional child protection systems; iii) to standardise structures, services and practices; iv) to promote social standards to protect minors; v) to create reliable and standardised information systems for regular and effective monitoring and assessment.

Over the past two decades, thanks to the work of associations that safeguard women's rights, Morocco has made **a lot of progress** promoting and protecting women's rights. The 2011 Constitution consolidated acquired rights, confirming the primacy of international conventions ratified by Morocco and drafting more than 18 provisions in favour of gender equality and efforts to combat violence and discrimination against women.

New legislation was passed: the family code in 2004; the reform of the labour code in 2003; the nationality code in 2007; the penal code in 2003. In terms of strategies and programmes, Morocco has drawn up a **national strategy to combat violence against women**. Its implementing plan, drawn up in 2004, is based on three levels: legislative, institutional and protection. Priority areas of intervention were fixed: the provision of services to female victims of violence; research and actions to collect data on violence; training and awareness building through annual national campaigns. In 2006 a **national fairness and gender equality strategy** (SNEES) was put in place,

paying close attention to women's participation in *governance*, efforts to combat violence against women and the spread of an equality culture in education, public life and family life. In 2008 the Ministry for social development implemented a **multisectoral programme** (TAMKINE) to combat gender violence, empowering women and girls. The aim was to capitalise and better coordinate efforts made to combat violence against women. Since 2009 the government has adopted **three general plans**: the government's equality agenda (2009-2011), the government's equality plan (2012-2015) and the (2016-2021) plan.

Despite this progress, the transversal integration of women's rights and gender equality in public law and the political sphere is far from complete. Results have not been **sufficient** to reduce inequalities, which have actually risen, particularly in rural areas. The statistics continue to be alarming as regards violence caused to women and girls, access to justice, education, employment, positions of responsibility in government bodies, healthcare, social protection, the right to land and housing.

Gender inequality continues to exist in all areas pertaining to sustainable development: women's literacy is still lagging, and women's participation in the economy remains limited. Their employment rate is very low, and the sectors they work in are often marked by job uncertainty and low productivity. According to the human development index (HDI-2018), Morocco lies in 123rd place (out of 189 countries), due in particular to **gender inequality**. Still more alarming is Morocco's position in the Global Gender Gap Ranking: in 2018 it was in 137th place out of 149 countries, putting it in the bottom positions even within the MENA region.

Looking at access to **basic infrastructures**, the efforts that have been made have not managed to overcome challenges relating to the isolation of rural areas, supply of drinking water to families in rural areas and access to land and social protection.

## Disabled persons' rights in Morocco

The rights of disabled persons in Morocco have received a **real boost** over the past decade, especially after the CIDPH and its voluntary protocol was ratified. These rights are laid down in the new Constitution, adopted following the referendum of 1 July 2011. This represents a great step forward for the rights of the disabled. In its preamble the Constitution endorsed the principle of non-discrimination on account of disabilities, and gave primacy to international conventions duly ratified and published by Morocco over the country's own laws. Morocco is thus committed to bringing the provisions of its own legislation into line with these international provisions. Article 34 of the Constitution invites public authorities to draw up and implement policies aimed at persons and categories of persons with special needs, specifying in particular disabled persons. Article 154 of the Constitution establishes that public services be organised so that all citizens have equal access to them, with a fair coverage of the national territory and the non-interruption of services. Such services must conform to standards of quality, transparency, responsibility and *accountability, and are governed by principles and democratic values endorsed by the Constitution.*

Notwithstanding these changes and the efforts made by public authorities relating to disabilities, results and the impact on individuals remain **below expectations**, in particular there has been no clear vision or integrated public policy, which would allow effective cooperation among different sectors and stakeholders and foster the inclusion of disabled persons in national policies and programmes. The situation is not helped by the question of disabilities not being highlighted as a human rights issue.

Since the Constitution was adopted, a total of **four main actions** have been performed. These mark a step forward, consisting of:

- ✓ A national strategy developed by the Ministry for social development, the family and solidarity, with the participation of all stakeholders. This strategy has led to a plan of action promoted by the government and steered by an interministerial committee (instituted by decree) chaired by the Prime Minister, lending a transversal dimension to the issue of disabilities.
- ✓ The adoption of framework law 97-13 to promote the rights of disabled persons, published in official journal no. 6466 of 19 May 2016. This law will however come into force only once the laws and decrees cited in the framework law are enacted.
- ✓ The updating of the 2014 national disability survey. The data collected from this survey will serve to gain a better understanding of the current situation and of the needs of this category.
- ✓ The start-up of projects in the government's action plan (legal harmonisation, a new evaluation system, dissemination of COIPHs, the improvement of support services offered by associations and their funding, the national strategy for inclusive education, etc.)

Despite this progress, the findings of the 2014 national survey presented in March 2016 show the huge **gap between public policies and reality on the streets**. The impact of the above-described provisions will naturally be felt over time. The survey showed that the national prevalence rate of disability is 6.8%, from minor to very serious, corresponding to 2,264,672 persons. It was seen that 24.5% of families had at least one member with a disability. All human development indicators are 3 to 6 times lower than national rates depending on the area of social participation.

The survey was unable to give precise details about disability types due to the lack of diagnostic systems in Morocco. Data on access to education is exemplary. It can be seen that the majority of PSHs (66.1%) are not educated, corresponding to nearly 1,476,000 persons, of whom 66.6% are women. The distribution of uneducated PSHs by place of residence is practically identical: 50.6% live in urban areas, 49.4% in rural areas. 19.6% have studied to primary school level, 9.5% have had a secondary school education and just 1.8% have studied further.

An important question is the degree of operationalisation and implementation of modern policies pursued to tackle the problem of disabilities. The role of COAPH structures is essential, since they play a vital role in receiving, listening to, informing and guiding disabled persons, giving a multidimensional evaluation of their situations and basic needs, **coordinating multidisciplinary systems responding** to these needs, supporting families and those helping them.

## 2.2 Morocco and Italian Cooperation

Development Cooperation has played an **important role** in Italo-Moroccan relations since the 1960s. The first Technical and Financial Cooperation Agreement between the two countries was signed in Rome in 1961.

In 2007 talks got under way with Authorities of the Kingdom of Morocco to draw up a **global strategy for development actions**. This was followed in May 2009 by agreements signed in Rabat with the Italian government.

The current bilateral cooperation programme in Morocco follows on from the **Memorandum of Understanding** signed on 13 May 2009, committing Italy to help with policies to reduce poverty pursued by the Government of the Kingdom of Morocco in the following areas: drinking water and environmental remediation, education and literacy campaigns, basic healthcare, microcredit, road infrastructures, creation of alternatives to irregular migration and using migrants as agents of development.

The Memorandum also defined **priority geographic zones** to give continuity to Italian actions performed in the poorest regions of the country, which post the highest emigration rates towards

Europe. The geographic areas given priority were: L'Orientale, Taza - Al Hoceima – Taounat, Tangier – Tetouan, Chaouia Ourdigha, Tadla Azilah. In 2015 territorial divisions were modified in Morocco, now the above geographic areas correspond to the current regions:

- L'Orientale;
- Tangier – Tetounat – Al Hoceima;
- Beni Mellal – Khenifra.

The MoU also defined funding for a number of programmes, some of which are ongoing, such as: the Project to improve access to drinking water and environmental remediation in the province of Settat and Berrechid, given a budget of 4.5 million EUR, and the Technical and Financial Assistance Programme in support of microcredit, with 6 million EUR in aid loan funds and 1.2 million EUR in donations. Other initiatives include: the Debt Conversion Agreement signed on 9 April 2013 for 15 million EUR, the "ONCF agreement – Procurement and installation of railway communication systems (GSMR), signed on 3 July 2017, for a value of 13 million EUR, and other subsequently negotiated bilateral, multilateral and civil society (NGO) projects.

In addition to these programmes, there are **further initiatives in a number of sectors**: migration (IOM, ILO, MLAL); promotion of women entrepreneurs (UNIDO); agriculture/gender inclusion (CIHEAM Bari).

Since 2012 Morocco is no longer one of the priority countries for Italian Cooperation due to the fact its economic and social development indicators have **improved** considerably in recent years thanks to measures taken by government authorities.

Actions taken by Italian Cooperation in Morocco since 2012, in the beginning under the responsibility of the Local Technical Unit, were then managed directly by the **AICS of Tunis**, responsible for cooperation initiatives in Tunisia, Libya, Morocco and Algeria, as a result of the creation of the Agency.

Italian Cooperation continues to make a significant contribution to *Sustainable Development Goals (SDG)* in Morocco, maintaining its commitment in the country. Numerous projects have been funded bilaterally, including initiatives to protect and enhance cultural heritage (preservation of archaeological sites, improvement of historical urban areas, training).

Italian Cooperation has also **focused** on the world of NGOs, which play a crucial role in capacity strengthening of Morocco's civil society, taking an approach based on the proximity principle, among local communities. Italian NGOs have been active in the country since 1996, and have rolled out more than 100 projects, helping over 350,000 beneficiaries with the use of 43 million EUR of Italian Cooperation funding.

## 2.3 Italian Cooperation: protecting and promoting the rights of children, women and disabled persons

Italian development cooperation plays an active role in **promoting and protecting human rights**, giving priority to the question of the **rights of children, women and disabled persons** in its political agenda, in order to fulfil its commitments made as part of international legal instruments for the protection and promotion of human rights.

The **importance of human rights** within the framework of the Italian Development Cooperation Agency is reiterated in the definition of development cooperation set forth in law 125/2014: "International cooperation for sustainable development, human rights and peace… is an integral and

essential part of Italy's foreign policy. It is founded on the principles of the UN Charter and the EU's Charter of fundamental rights".

The same law lists the defence and affirmation of human rights as priority **goals and ends** of Italy's development cooperation.

The Three-Year Planning and Steering Document 2016-2018 turns the provisions of said law into operational principles. The document reiterates the **aims of Italian Cooperation**, namely that of making "*governance,* rights and equality transversal priorities".

In the Three-Year Planning and Steering Document for 2017-2019 the actions of Italian Cooperation are placed within the regulatory framework of the new **European Consensus on development**, with member States undertaking to adopt "a rights-based approach to development cooperation, encompassing all human rights".

Italian Cooperation also refers to the *Agenda for Change* of the European Commission, which brings together development, respect for human rights, democracy and good governance, and to the United Nations' **Agenda 2030** (2015).

The protection and promotion of the rights of children, women and disabled persons is thus a **priority area of intervention** of Italian Cooperation.

Promoting and protecting the rights of children and adolescents has always been a priority area of intervention for Italian Cooperation in partner countries, in terms of both financial resources and active involvement in international settings and emergency situations. In recent years, in an effort to comply with the **principles of aid effectiveness**, programmes to foster children's rights have been included in institutional agreements with partner countries to promote the adoption of national plans in favour of children and adolescents and help local institutions to comply with the UN Convention on the rights of the child.

In 2012 Italian Cooperation adopted the **Guidelines on Minors**, a strategic document providing useful information to guide cooperation initiatives in the area of child protection policies.

Actions performed by Italian Cooperation to promote and protect women's rights consider the question of gender as one of the main **transversal issues** in all its initiatives and programmes. Over the past decade Italian Cooperation has increased the number of initiatives in favour of women in developing countries, drafting in 2010 Guidelines on gender equality and women's *empowerment*.

Finally, the issue of **disabilities** is an area of **recognised** *expertise* of Italian Cooperation. Internationally, Italy is viewed as a benchmark for policies in this area[17]. Italian Cooperation seeks

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[17] Operating in line with reference international standards:
- In November 2010 Disability Guidelines, drafted in accordance with CRPD provisions, were approved;
- In 2013 the Italian Cooperation Disabilities Action Plan was adopted and included in the "Two-Year Disabilities Action Plan of the Italian Government" - Presidential Decree of 4 October 2013;
- In 2015 a number of documents were produced in this area, serving to prepare and monitor initiatives, with special reference to physical access to buildings, inclusive education and humanitarian aid. A report was also drafted on initiatives, called "Inclusion, disabilities, international cooperation: the experience of Italian Cooperation 2009-2014";
- In 2018 the first AICS Guidelines were adopted: "Guidelines for disabilities and social inclusion in cooperation actions";
- On 3 December 2019, International disability day, the research "Disabilities and International Cooperation: participation and inclusion – The experience of Italian Cooperation 2016-2017" got under way, with the participation of 72 implementing agencies, including CSOs, International bodies and AICS offices. The

first of all to promote initiatives to combat social exclusion and the marginalisation of adults and youngsters with disabilities in society and education.

## 2.4 Description of the cooperation initiative under review

### 2.4.1 Analysis of the logic behind the initiative

The initiative is based on a series of considerations made by NGOs (Ai.Bi., Soleterre and OVCI) promoting the initiative regarding the situation of some **vulnerable** categories of the population in Morocco. In this regard, *"...in 2009 8,760 children were abandoned (an average of 24 per day), of these 38% (3,329 children) were born outside marriage..."*. The proposal put forward by NGOs to MAECI argues *"...One of the factors behind the phenomenon of child abandonment is that of unwanted pregnancies as a result of rape and sex outside marriage. Social and cultural constraints, health problems (disabilities) and economic difficulties naturally compound the burden of poverty and vulnerability in an unprotected setting marked by family conflicts. The publication «Le Maroc des mères célibataires» (INSAF, 2010) states that between 2003 and 2009 340,903 children were born out of wedlock. About 80 children are born every day in Morocco outside marriage, resulting in about 30,000 such births a year. Children who will perhaps never be registered at the registry office, since mothers often decline to exercise this right..."*.

In their proposal promoting NGOs also state that *"... Two phenomena are particularly evident. Firstly, disabilities: according to the most recent survey "Enquête Nationale sur le Handicap" (2004), Morocco has 1.5 million disabled persons, of whom 230,647 are children. Secondly, a constantly growing social phenomenon is the vulnerability of single mothers, who currently make up 4% of women having children. 90% of these women profess to be excluded from their family setting and social networks, the victims of violence and in a state of poverty. In such cases there is a high risk of suicide, child abandonment and infanticide. Children born out of wedlock are also marginalised and discriminated against. For unmarried women a state of pregnancy is already a public show of breaking the rules. Healthcare facilities indeed are obliged to report childbirths to the Police. The stigma of having children out of wedlock is compounded by law, which recognises as a "legitimate" child "[...] every child both 5 months and 29 days after the date of its parents' marriage or every child born 366 days before notification of the parents' divorce or father's death [...]". The non-registration of newborns is often a sign pointing to the child's abandonment and possible institutionalisation (going into care), resulting in all the related difficulties - emotional, relational, place in society and the labour market, and so on"*.

In terms of **change theory**, the premises of the project "*Tous autour de l'enfance*" derived from the observation of a difficult situation regarding the spread of **social exclusion** phenomena to the detriment of single mothers, abandoned children – or those at risk of being abandoned - and disabled children. These categories of persons are particularly exposed to the risk of being excluded from their family setting and from social networks, and to violence and poverty. The risk of exclusion, associated with processes of **social stigma**, is exacerbated by forms of legal discrimination (e.g. the fact that childbirths of unmarried women are reported to the police by healthcare facilities, and conditions on the registration of "legitimate" children in the civil register) and by shortcomings in welfare policies and systems, such as the weakness of local civil society organisations engaged in this area, the lack of knowledge about the phenomenon, the shortage of

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research used the "disability marker" application included in the AICS information system, facilitating the precise analysis of investments made in the sector and singling out projects dedicated to disabilities and projects in which disability is a component of a transversal activity (*mainstreaming*).

local services and of a policy promoting the rights of single mothers, abandoned children and disabled minors.

The initiative thus sought to foster a **change in the situation**, through a greater recognition of rights, improved services and specific policies and a national action plan.

The initiative under review pursued the **general aim of** helping to promote and defend the social and economic rights of single mothers and their children, abandoned children or children at risk abandonment, and the **specific aim** of strengthening the role of civil society organisations engaged in these areas, with the study, drawing up, enactment and monitoring of policies and services dedicated to these vulnerable categories.

With regard to these goals, some **expected results** were listed for different lines of action:

- to raise knowledge about and disclose the phenomenon through research and sectoral mapping;
- to identify, consolidate and activate pilot local services that can be incorporated in the local network of social and educational services in relation to processes and forms of social marginalisation of single mothers, abandoned children and disabled children;
- to start up and strengthen political and institutional *advocacy* initiatives, through the creation of a national Platform on the topic and a Plan of Action to be proposed to and discussed with national institutions;
- to launch a national information and awareness-building campaign that can help to bring down the walls of silence and social stigma attached to single mothers, abandoned children and disabled children.

The main groups of **final beneficiaries for the intervention** and implemented services were:

- **single mothers** belonging to vulnerable categories and women at risk of unwanted pregnancies outside marriage: the specific target in question was "*petites bonnes*", minors employed as maids by families and exposed to the risk of sexual exploitation and violence. The intervention sought to reach at least an estimated 200 single mothers;
- **institutionalised children, abandoned children or those at risk of being abandoned and disabled children**. With an estimated 60,000 or so children not living with their family in Morocco (UNICEF 2006 figures), the initiative sought to reach around 1,000 institutionalised children and/or at risk of being abandoned.

**Other direct targets** of the initiative were:

- at least **200 social workers** engaged in services coming under the project and in local (public and private) services in the cities of Tangier, Meknes, Fez, Rabat and Casablanca, or belonging to 20 Moroccan CSOs, involved in creating and activating the National Platform and beneficiaries of awareness-building and training activities;
- **30 journalists and press officers** given information and training about the topic and involved in public information activities and campaigns;
- **20,000 citizens** in the country reached through the project's information and awareness-building campaigns and services.

The initiative sought to **strengthen the role of civil society and local authorities** in general, for the protection of the most vulnerable categories (single mothers, institutionalised children and those at risk of being abandoned, and disabled children).

The initiative was carried out by the promoting associations Ai.Bi. Associazione Amici dei Bambini in partnership with Soleterre – Strategie di Pace onlus and OVCI – La nostra famiglia, and with some local associations in areas where the project was rolled out, including:

- Association "Casa Lahnina";
- CLIO – Centre Local d'Information et Orientation ;
- Association "100% Mamans";
- Fondation "Rita Zniber";
- Association "Dar Atfal Al Wafae";
- Association INSAF;
- Association "Osraty";
- Association "SOS Village d'Enfants".

In addition to these associations, two **institutional partners** were involved:

- UNICEF Morocco;
- Entraide Nationale, a public body answering to the Ministry for Social Development, Women, the Family and Solidarity.

Local **associations** were brought together in the Collective for Children's Right to Family Protection (CDEPF), an informal grouping created in February 2013 to make the Moroccan government aware of the creation of the National Family and Childhood Council as provided for by the new Moroccan Constitution (in force since 1 July 2011).

Each partner played a part in activities with **different roles** according to their skills and scope of operations.

The project was carried out in Morocco, in particular in the areas of Casablanca, Tangier, Meknes, Temara, Rabat, Fez and the Municipality of Ain El Aouda, areas in which local partners have a presence.

## 2.4.2 Progress made with project activities

The initiative was presented on 5 December 2014, approved by the Directing Committee with Resolution no. 71 dated 29 May 2015 and officially launched on 4 January 2016. Activities concluded formally on 3 January 2018, resulting in an **actual duration of 24 months**, as scheduled.

During the project 1 **non-onerous technical change** was requested, submitted on 14 July 2016, and authorised in an AICS note, ref. 20160008222e on 2 August 2016. The reasons for this requested change and the extent the change had an impact on the cost/benefit ratio will be examined in greater detail below.

The initiative was conducted **in tandem with** another AiBi initiative funded by the European Union, entitled *«PLATEFORME CDE: Projet de création d'une Plateforme Nationale pour le développement, la mise en œuvre et le suivi des politiques publiques en matière d'enfance, dans le respect de la CDE»*, officially launched in January 2016, at the same time as the project "*Tous autour de l'enfance*", and concluded in January 2019. This project entailed a long period of training involving the same CSOs in order to strengthen their capabilities in terms of governance, lobbying and fundamental rights.

# 3. Purpose of the evaluation

## 3.1 Type, objective and purpose of the evaluation

The project under review saw the involvement of a **variety of actors** and the use of **many forms of cooperation**, but above all **four types of activities** that set out to help with the recognition and exercising of new rights for a group of persons facing a high risk of social exclusion.

The project sought to make a significant impact in the medium to long-term for the country as a whole, with the intention of producing changes to the way society and the State guarantee full rights to a set of persons that have traditionally been **subject to social stigma**.

As requested in the Terms of reference (TOR), OCSE-DAC criteria (**relevance, coherence, effectiveness, efficiency, sustainability, impact**) have been used. Based on the TOR requirements, special care has been taken during the evaluation to **ascertain the impact** of the project, considering the effects the initiative has had in the local context, in terms of practices and actions of the NGOs involved, and changes happening in the general context, such as new approaches adopted by public services or other actors involved in the issues tackled by the project, or public policies, at a municipal and local level in particular. Taking into due account the strategic aspects of the initiative, rather than a simple evaluation of the extent to which some activities have been performed and their compliance with project and funding documents, the evaluation entailed a **process to build up knowledge** on a rapidly changing reality, gauging the relevance that this knowledge has for the various actors involved and constructing a shared **perspective and viewpoint**, with regard to both the interpretation of what has been achieved so far and the identification of methods that will make future planned actions more in line with set goals.

In this regard, the evaluation team paid close attention to the operationalisation of project results, especially in view of the **"pilot" nature** (as defined by the project promoters) **of the project** *"Tous autour de l'enfance"*. The evaluation thus sought to:

- corroborate the validity of new pilot services created and of existing services that were strengthened further to proposals received in the field, or to gauge the extent to which they can be considered as replicable best practices;
- ascertain whether the online National Platform is a valid tool for promoting and informing the general public about an issue that remains a subject of social stigma;
- measure the effectiveness of the methodology and the multidisciplinary approach adopted (*Fundamental Rights Approach*) and of the tools used (in particular the ICF, International *Classification of Functioning, Disability and Health)*.

## 3.2 The evaluation path

The evaluation was split up into some **fundamental steps**, corresponding in part to the stages of the evaluation (analysed below). In greater detail:

- the **construction of a knowledge base concerning the setting** in which the project was identified, planned and rolled out (this context includes "subjects", "processes" and events);
- the construction of a **shared knowledge base about mobilised resources, actors involved and actions performed in projects** (reconstructing the "timeline", specific processes and sets of events through which actions were formulated and performed, starting from conception);
- construction of a **shared knowledge base regarding results obtained with actions and the processes and events occurring during their performance** (considering both "internal

processes" – regarding the performance of actions – and "external processes" – regarding the way in which these actions had an impact on the external reality);
- the **interpretation of collected information and understanding of the meaning actions had for the subjects** directly or indirectly affected and involved;
- the **overall interpretation of processes and evaluation of projects based on the categories of relevance, coherence, effectiveness, efficiency, sustainability, impact and visibility;**
- the **identification of best practices and feasible measures to improve** the implementation of any future actions;
- The **formulation of recommendations**;
- The **validation** of the evaluation and recommendations, through dialogue with project stakeholders.

# 4. Theoretical and methodological framework

## 4.1 Evaluation criteria

Analysis of the project and its implementation entailed use of the **categories proposed by the OCSE** according to the new definition of December 2019, including the adoption of the **new criterion of "coherence"**[18]. The **new set of** categories adopted is as follows:

- <u>**Relevance**</u>: The extent to which the intervention objectives and design respond to the needs, policies and priorities of beneficiaries, the country, the international community and partners/institutions, and continue to do so in changing circumstances. This criterion answers the question: *"Does the intervention respond to the problem?"*.
- <u>**Coherence**</u>: The extent to which the intervention is compatible with other interventions performed in the country and the same sector[19]. This criterion answers the question: *"Does the intervention fit in with other interventions?"*.
- <u>**Effectiveness**</u>: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. This criterion answers the question: "*Does the intervention achieve its goals?"*.
- <u>**Efficiency**</u>: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. This criterion answers the question: *"How well are resources being used*?*"*.
- <u>**Impact**</u> The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. This criterion answers the question: *"What difference is the intervention making?"*.

- <u>**Sustainability**</u>: The extent to which the net benefits of the intervention continue, or are likely to continue. This criterion answers the question: *"Will benefits last over time?"*.

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[18] http://www.oecd.org/fr/cad/evaluation/criteres-adaptees-evaluation-dec-2019.pdf
[19] This includes both internal and external coherence: internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and coordination with other actors, and the extent to which the intervention is adding value while avoiding duplication of effort.

### 4.1.1 The question of impact

As already mentioned, the evaluation team has paid close attention to the evaluation criterion "impact". However, since this criterion is of primary importance for the evaluation in question, we need to stress some limitations regarding the possibility of evaluating impact. An **initiative aimed at promoting rights takes longer than the length of the evaluated project allows and than the time elapsed since its conclusion to create lasting and visible effects** in the legal sphere (relating to family, the rights of children, women and persons with disabilities), in the cultural and social spheres (with particular reference to the social status of single mothers and children lacking family support, as well as disabled persons, who are often subjected to social stigma), and from an organisation and administrative point of view (in particular protection mechanisms in welfare systems and the legal system and relations between civil society organisations and the public administration).

The evaluation thus focused not on "consolidated" impacts but on processes of change and on "elements of impact" emerging in the short period following the conclusion of the project, or rather on "**impact trends**". Again, rather than focusing on "macro" impacts (e.g. changes at a national level), we examined changes at the "micro" level on the organisations and communities involved, and on the direct beneficiaries of actions.

### 4.1.2 The additional criterion of visibility and communication

In addition to applying DAC/OCSE criteria, a **further criterion** was considered, namely that of **visibility/communication**. The question of communication took on a key role during the intervention. It was a fundamental tool for making an impact on society and more generally for the success of *lobbying* actions aimed at institutional players and policy-makers.

The evaluation team ascertained the correct application of visibility in terms of logos and symbols, and more generally perception among the main stakeholders of the **source of funding** of Italian Cooperation regarding the various initiatives undertaken as part of the intervention.

### 4.1.3 Compliance with guidelines on children and disabilities and with international conventions

The evaluation team also ascertained the extent to which the intervention took into account the guidelines drafted by the Ministry of Foreign Affairs and International Cooperation and found in international conventions on the subjects of children's and disabled persons' rights. Issues pertaining to children and their inclusion and to persons with disabilities are very relevant to the intervention since these categories, alongside that of single mothers, were the **priority beneficiaries** of actions undertaken.

The **guidelines and documents of the MAECI** taken into consideration are:

- Italian Cooperation Guidelines on Minors (2012 version);
- Inclusive education for persons with disabilities and development cooperation (2015);
- Guidelines for the introduction of the issue of disability in Italian Cooperation policies and activities approved by the DGCS in November 2010;
- Italian Cooperation Plan of Action for disabilities 2013 (Document enacting 2010 Guidelines);
- Disability and development: how to include persons with disabilities in development cooperation (2015);

- Guidelines for disability and social inclusion in cooperation interventions (2018)[20];
- Operational Guidelines for Italian Cooperation in the North Africa and Middle East Region (2014);
- Three-Year Planning and Steering Document[21].

With regard to **international conventions,** reference has been made to:

- the UN Convention on children's and adolescents' rights (*Convention on the Rights of the Child - CRC*), approved by the UN General Assembly on 20 November 1989 and ratified by Italy on 27 May 1991 with Law no. 176 and Observations of the Convention Control Committee in January 2019;
- UN (*Convention on the Rights of Persons with Disabilities, CRPD*), approved by the UN General Assembly on 13 December 2006 and ratified by Italy on 3 March 2009 with Law no. 18;
- Convention on the Elimination of Discrimination against Women (CEDAW) adopted in 1979 by the UN General Assembly.

Finally, the extent to which the intervention was in line with the **six priority areas of the 2014-2020** *European Neighbourhood Instrument (ENI)* was gauged, namely: "promotion of human rights and fundamental freedoms, gender equality and women's *empowerment*, actions to combat gender-based violence and discrimination".

## 4.2 The questions asked in the evaluation

The terms of reference and the submitted technical proposal identify a set of **evaluation questions** relating to the various evaluation criteria, and a set of **indicators** of use for the evaluation. Following the initial analysis of documents and some interviews conducted in the first phase of the work, the sets mentioned above were reviewed, giving a better weight to both evaluation questions and indicators and a different distribution of the latter as a result of the new DAC/OCSE criterion, coherence, which was added after the drafting of the TOR and the technical proposal.

The table in annex 2 contains the set of evaluation questions and set of indicators used to steer the entire evaluation process for the project "*Tous autour de l'enfance*" in Morocco.

## 4.3 The methodology adopted, its application and difficulties encountered

### 4.3.1 Methodological principles

The evaluation adhered to some **methodological principles**, in particular:

- A **process-based approach**. Although the intervention consisted of a set of coordinated activities based on specific goals and expected results, the evaluation attempted to determine the extent to which these activities have helped to support and/or steer processes of ongoing change (in the administration and public services, and in society). If one failed to consider the relationship between project "activities" and ongoing processes it would not be possible to assess either the relevance of the projects or their effectiveness (which relates not simply to the performance of activities but also to the development of new ways of protecting the

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[20] While the "Guidelines for disability and social inclusion in cooperation interventions (2018)" will not be considered for the evaluation, being issued after the period in which the intervention was performed, they are nevertheless an important point of reference for formulating recommendations in the final report
[21] Can be consulted here: https://www.esteri.it/mae/it/cooperaz_sviluppo

rights and providing services to some vulnerable persons) or their impact.

- An **approach to recognising the persons involved**. The actions of the intervention considered involved and continue to involve a diverse set of subjects and actors, including agencies and organisations and informal groups (such as groups of parents and families). During the evaluation an attempt was made to identify the subjects "affected" by the project in order to ascertain the extent to which and how these different subjects were involved in actions. The non-involvement of some subjects could result in limitations in terms of relevance, effectiveness, sustainability and impact of actions or even – in some cases – a reduction in their efficiency (e.g. due to emerging conflicts). The non-involvement of some important subjects might also play a part in lowering the quality of planning.

- A **participatory approach**. A system that provides services to vulnerable subjects, like a system that protects people's rights, is based on interaction among a number of subjects, each having its own perception of reality and interested to varying extents in the ways in which the system works. For support initiatives like those under review, this makes it necessary to take into account different points of view and different forms of involvement. This is why we have encouraged the active participation of these various actors in all phases of the evaluation process (including the *pre-testing* of tools, as described below) not simply as "information sources" but also and above all as stakeholders bringing different needs, interests and knowledge, relevant for gaining an overall understanding of the project.

- An **approach based on the reconstruction and analysis of events and factual elements**, rather than on the simple level of "satisfaction" expressed by the various actors. While the opinions and level of satisfaction regarding project activities as a whole are indispensable for the evaluation (providing important information on sustainability and on the project's impact), any evaluation based solely on the views of the subjects involved is inadequate given the complexity of the intervention. There are numerous aspects of the project that cannot be "seen" or "perceived" at first sight. There are also processes that have a bearing on satisfaction levels that are often unconnected with the project itself. During the evaluation, therefore, examination of the level of satisfaction and the opinions expressed by the various actors involved regarding the project was flanked by an analysis of factual elements (data, policies and regulations, services, infrastructures, etc.) and events occurring related to planned and completed activities.

- An **approach based on respect for children and their rights.** While the main beneficiaries of protection services and mechanisms to which the intervention refers are single mothers, children lacking family support and disabled children, direct consultations with these beneficiaries were kept to a minimum during the evaluation. These are not only vulnerable persons, but also persons that are often the victims of phenomena such as social exclusion, violence and social stigma. Due to their situation they are at risk of being easily "swayed", or even of seeing their perception of being "excluded" reinforced were they to be consulted directly. Direct consultations would not indeed have been able to avoid referring to the factors involved in the processes of exclusion to which they have been exposed. An approach founded on respect for children's rights means that instead of talking directly to child beneficiaries, indirect consultations were undertaken, using ad hoc techniques and methodologies (analysis of documents, consultations with other actors, such as parents, service workers, etc.), on observation and analysis of the setting in which minors live.

By adopting the above principles, the evaluation was **in line with**:

- reference **international standards** and the **evaluation guidelines of Italian Cooperation**;
- the principles of: **usefulness, credibility, independence, impartiality, transparency, ethics, professionalism, human rights, gender equality** and that of *leave no-one behind*;
- the **standards of integrity and respect for the rules of civil society, customs and**

**traditions, human rights and gender equality and the principle of "doing no harm"**;

- the principles and practices of the *Human Rights Based Approach* (the evaluation team has focused less on the provision of services and more on the promotion, recognition and exercising of rights on the part of the "beneficiaries").

## 4.3.2. Changes to methodologies and techniques

As mentioned in the introduction, measures taken by Moroccan government authorities to combat the spread of the COVID19 epidemic made it necessary to **review the project tools** originally developed for the field mission (such as questionnaires administered directly to the beneficiaries, interviews and focus groups) and adopt **remote consultation** procedures in relations with beneficiaries and the main actors involved. Changes related to contractual, organisational, technical and methodological aspects.

### The reasons for methodological changes

The main organisational reason for changes related to the accumulated delay arising from the suspension of activities for about two months due to the COVID19 epidemic. Any further delay would have resulted in considerable organisational difficulties, since the main interlocutors had been, until the time activities were suspended, very much engaged in the first phase of the exercise, conducting numerous interviews and preparing for the field mission. Many of the interlocutors involved may later have been unavailable, or even performing different duties from those covered when the intervention was being implemented. These concerns later proved to be well-founded. The availability of the experts in the evaluation team was also at risk, due to it not being possible to predict **when daily life would get back to normal**.

From a technical point of view, one of the measures taken by the Moroccan government (and by almost all governments worldwide), that of **social distancing**, posed a serious technical and methodological problem. Even if the epidemic had slowed down, and the limitations to travel in the country had been removed, other measures, such as social distancing, would have made it very difficult or even impossible to arrange collective meetings, focus groups and other types of interview with more than one interlocutor. This is due to the changing nature of the interaction between the participants of these meetings, firstly due to the new social distancing rules and secondly the objective difficulties in finding hygienically safe places.

One of the biggest technical and methodological difficulties is the fear among interviewed beneficiaries of possible infection when taking part in meetings, when in Morocco the spread of the COVID19 epidemic has one **of the highest rates of contagion in the whole of Africa**.

### The advantages of adopting remote consultation procedures

The use of remote tools to dialogue with beneficiaries and the main actors involved in the project turned out to be a positive aspect, **facilitating actions**, annulling the limitations imposed by restrictive mobility measures and by the banning of meetings with more than one person, and a solution to the natural fears of being infected, with every interview conducted from the place of residence of the interviewee.

Also, the chance to reach online the most vulnerable categories of beneficiaries, using remote procedures, such as single mothers and children in difficulty, was a great opportunity. The use of online remote tools had actually been a possibility already considered when preparing the field mission, which was then suspended five days before it was due to begin. When preparing the mission, it emerged that some categories of beneficiaries (especially single mothers forming part of the programme) were rather **reluctant** to meet interviewers and narrate their experience. It should be remembered that practically all these persons have been the subject of stigma in regards to their

actions, and did not wish to recall these experiences or indeed be judged again. The face-to-face interview is always viewed as an **asymmetrical** rapport, with one person judging (or assessing) and another who is judged (or assessed). .

Due to these difficulties, which clearly emerged during the field mission preparatory phase, a **set of alternative tools** was prepared, consisting of online interviews through questionnaires that were very easy to compile. This had the advantage of guaranteeing anonymity.

Thirdly, the adoption of remote consultation procedures as part of methodological changes offered **two further advantages**. .

The first was the chance to make use of much of the **Ramadan period**, when it would normally have been impossible to perform activities using the evaluation procedures initially planned.

During Ramadan activities slow down considerably. But due to beneficiaries, and indeed the whole Moroccan population, being forced to remain inside their own homes due to the COVID19 epidemic during the holy month of Ramadan, this allowed us to conduct remote interviews and fill in online questionnaires. This was not just an opportunity to **reflect on one's experience** as participant in the intervention "*Tous autour de l'enfance*", in a capacity as beneficiary or promoter, but also a way of **relieving the tedium** resulting from lockdown measures.

The second advantage accruing from methodological changes was the degree of **flexibility** provided by consultations with beneficiaries and persons implementing the project. This flexibility extended to the possibility of conducting interviews and filling in questionnaires over a longer period of time than that allowed by a field mission, which is concentrated in a few days, and the possibility for beneficiaries to give answers to the different questionnaires during the time of the day they wished, as well as the possibility of adopting a modular approach in response to the evolving epidemic situation in the country.

With regard to the latter point, some evaluation activities, such as group meetings and – in particular – focus groups could be performed at a later time, when measures to limit the spread of the COVID19 epidemic had been loosened. While online questionnaires and remote interviews with individuals in special circumstances - such as the health emergency in Morocco – facilitated activities, initiatives involving focus groups were subject to **limitations** as a result of these procedures, which were less effective than direct interaction among participants due to technical limitations deriving from the non-immediate nature of online interaction.

## 4.4 Information sources and their reliability

The evaluation made use of **a host of information sources**. The table below gives the sources used during the evaluation. A complete list of documentary sources used is given in annex 4, while annex 3 lists the persons and institutions consulted.

| **Documentary sources** | - Project documents (financing agreement and operational plans)<br>- Regular reports available from project implementing agencies<br>- Internal evaluation reports<br>- Monitoring reports<br>- Consultants' reports<br>- Documents produced during the project (research reports, executive designs for specific actions, documents giving information about the project, information campaigns, etc.)<br>- DGCS documents concerning cooperation with Morocco and project topics<br>- Documents and materials providing information about the project from organisations involved in initiatives (Ai.bi, Soleterre, OVCI) and local partner organisations |
|---|---|

| | - Government documents on issues tackled in the intervention |
|---|---|
| | - Websites and online documents |
| **Key informants** | - Experts of the Local Moroccan Office of the Italian Cooperation Agency |
| | - Experts of the Central Office of the Italian Development Cooperation Agency |
| | - the Italian Embassy in Morocco |
| | - Representatives of AiBi in Italy and in situ |
| | - Representatives of Soleterre in situ |
| | - Representatives and advisors of OVCI in Italy and in situ |
| | - General coordinator of the project |
| | - Local associations involved in the project |
| **Direct and indirect beneficiaries** | - Single mothers belonging to vulnerable categories and women at risk of unwanted pregnancies out of wedlock |
| | - Families of disabled children |
| | - Children leaving care |
| | - CSO personnel engaged in training activities |
| | - Social workers engaged in project services and local services (public and private) in the cities of Tangier, Meknes, Fez, Rabat and Casablanca, or belonging to Moroccan CSOs involved in the creation and activation of the National Platform and beneficiaries of awareness-building and training activities |
| | - Journalists and press officers given information and training about the issue and involved in public information activities and campaigns |

It should be noted that due to the limitations imposed by measures to combat the COVID19 epidemic, the **observation** of activities originally planned as part of the evaluation plan could not be carried out. This would have entailed direct observations made by members of the evaluation team regarding service centres and services for single mothers, children in care, families and children with disabilities, as well as facilities housing children.

## 4.5 Technical tools

To consult information sources evaluators made use of a **host of tools**, **varying** depending on the interlocutor and on the data and information to be collected. As already mentioned, the methodological changes made in response to difficulties emerging from government measures adopted to deal with the health emergency resulted in changes to tools originally chosen in the evaluation plan, with preference given to remote consultation procedures in relations with both beneficiaries and institutional actors involved both directly and indirectly.

The set of tools used is described briefly in the table below. Extended descriptions of tools used are given in annexes 5 and 6.

| SOURCES | Specific sources | Tools for collecting and analysing information and data |
|---|---|---|
| Documentary sources | Documentation on the project and its performance (interim reports, etc.) | • Document analysis grid<br>• Catalogue: of factors impeding and facilitating progress that emerged as the project unfolded; of actions performed, actors involved and output produced during the initiative; of social exclusion factors and measures promoted by the project to reduce the risk of social exclusion; of actors of relevance for reducing the risk of social exclusion; of actors involved in the project; of best practices; of legislative and political |
| | Report on single activities performed, report on research activities, report on communication activities, documents on national conferences organised as part of the project | |
| | Registers and statistical data regarding services provided | |
| | Documents and publications produced as part | |

| | | |
|---|---|---|
| | of the intervention and by the organisations involved | initiatives; of the actions of other actors to reduce the risk of social exclusion for single mothers, children lacking family support and disabled children; of initiatives to coordinate/create synergies between actions to reduce the risk of social exclusion for categories at which the project was aimed; of the phenomena of ongoing social, cultural and legal change with reference to social status, representation and recognition of the rights of single mothers, children lacking family support and disabled children |
| | Documents and reports on the situation of children and women's rights in Morocco (UNICEF, EU, Ministries, African Development Bank, etc.) | |
| | Monitoring and evaluation reports | |
| Live sources | Representatives of the NGOs promoting the intervention | In-depth, semi-structured online interviews |
| | Representatives of local organisations involved in the execution of the intervention | • In-depth, semi-structured online interviews<br>• Online discussion workshops |
| | Representatives of other key NGOs (CDEPF) | In-depth, semi-structured online interviews |
| | Single mothers involved in activities | Online questionnaire |
| | Parents of disabled children | Online questionnaire<br>In-depth interviews |
| | Social workers trained in the area of disabilities | Online semi-structured interviews |
| | Deinstitutionalised children that have left or are leaving care structures | Online questionnaire |
| | Representatives of facilities housing abandoned children (orphanages) | Online semi-structured interviews |
| | Journalists and media officers involved in activities | In-depth, semi-structured online interviews |
| | Social workers receiving training | Online questionnaire |

Each tool, for which special **training was given to** the evaluation team, was subjected to *pretesting* from 7 to 10 May. The heads of the three promoting NGOs and some local CSOs that were project partners were also involved in the *pretesting* of the four online questionnaires.

A total of:

- 46 online questionnaires were given to single mothers involved in the project (only for the service centres of Tangier, managed by the association named 100% Mamans, and of Casablanca, run by INSAF, and to a much lesser extent for the Meknes service centre);
- 20 online questionnaires were given to the families of disabled children helped by the project;
- 12 online questionnaires were given to deinstitutionalised minors helped by the project that had left or were leaving care structures;
- 5 online questionnaires were given to members of Moroccan CSOs given training during the project; due to the difficulties in getting hold of persons trained during the project and the consequent small number of compiled questionnaires, these results were considered for their qualitative aspects;

- 5 in-depth interviews with social workers specialising in the area of disabilities given training during the project;
- 8 interviews with representatives (of central offices in Italy and branch offices in Morocco) of the three promoting NGOs (over 40 exchanges via mail + call with the various heads);
- 12 interviews with representatives of local CSOs acting as project partners;
- 5 interviews with representatives of local CSOs not acting as project partners;
- 1 interview with journalists and media officers;
- 2 interviews with MAECI officials, beyond the start-up meeting, the one on the comments to the report, and the meetings of presentation of the report.

## 4.6. Some methodological aspects relating to consultations with beneficiaries

Talking to beneficiaries in any way entails a series of **methodological risks** (in terms of the reliability of information obtained) and **relational risks** (concerns and reserve of the interlocutor). The risk of having unreliable information can be mitigated by **triangulating information** and checking it through **key informants**. As far as relational difficulties are concerned, it is necessary to perform a series of actions to **break down any cultural, social and linguistic barriers** that prevent effective communication, i.e. a form of interaction having extremely clear roles, expectations and positions for the actors in this relational process.

With regard to the intervention under review, relational difficulties with the direct beneficiaries of actions were naturally in danger of increasing due to the social status of interviewees (single mothers, abandoned and disabled children), i.e. persons generally exposed to the risk **of social exclusion** and **social stigma**. The team adopted a number of measures to minimise possible risks, based on **practical principles** such as:

- The use of **intermediaries** for single mothers helped by service centres: this measure entailed the complete involvement of personnel from partner organisations for first contacts and to explain how to compile the online questionnaire. Each single mother was contacted by a social worker already known to the mother and not by one of the team members;
- The use of **filters** when collecting information on *care leavers* and disabled children: this measure meant that no child was interviewed directly by the evaluation team, and information was gathered by third parties (service centre workers, parents, organisations working in favour of disabled persons (OPD), etc.) who were naturally given suitable training;
- Removal of **linguistic and cultural barriers**: personnel from project partner CSOs made contact with beneficiaries to be interviewed and gave instructions for filling in online questionnaires. This nullified the risk of cultural and linguistic misunderstandings. The presence of many Moroccan experts in the team (four out of five experts) that had direct contacts with local CSO partners also helped to reduce these risks;
- Recognition of the final beneficiaries of interventions as **actors**: as mentioned previously with regard to methodological approaches, target users have never been considered as purely passive beneficiaries, rather as protagonists of a process of social and cultural change aimed at breaking down social barriers and eradicating processes that lead to social stigma;
- Interviews, and more generally the gathering of data and information, were conceived more as a dialogue for the mutual sharing of experiences, views and beliefs, rather than a type of communication having one passive and one active pole. The aim was to **minimise asymmetrical** relations whenever there was an interviewer and an interviewee, in which the balance of power is always held by the interviewer. In this sense, the persons asking questions and collecting information, possibly with the use of online tools, was presented as

a subject interested in understanding facts, processes and trends rather than passing judgement.

In actual fact, as detailed in the paragraphs below, although the evaluation team decided to adopt a fully participatory approach, **some resistance** was put up by some promoting NGOs, which in a few cases did not facilitate consultations with beneficiaries.

## 4.7 The limitations of the evaluation and difficulties encountered

Methodological changes, made out of necessity, did not result in major limitations for the evaluation process; however **some difficulties** were encountered when working. Some difficulties related to the particular nature of the methodology adopted, while others were unconnected with the changes made.

Difficulties regarding remote consultation procedures include the question of direct observations and that of focus groups. Because of measures restricting mobility to combat the COVID19 epidemic, **direct observations** could not be deployed as a tool to gauge how service centres involved in the project are working. It was thus not possible to ascertain directly the extent to which activities are continuing two and a half years after the conclusion of the project, even though numerous direct and indirect testimonies were collected on this point.

The question of focus groups on the other hand relates to **difficulties encountered with interactions with participants**, caused by the use of online tools, as well as one or two connection problems, in terms of immediacy of contact. It should also be said that it was practically impossible to involve the beneficiaries and service centre workers of Fez and Meknes, structures that have been closed for two and a half years, and nearly all representatives of CSOs trained through the project, as many have left their organisations and, more generally, the association movement. This situation caused the evaluation team to reject use of the focus group tool, and to make greater use of remote bilateral interviews in quantitative and qualitative terms. These interviews lasted an hour each on average.

With regard to difficulties unconnected with methodological and technical choices, the evaluation team had to deal with the problem of **turnover among managers** at various stages of the project rollout, as well as with the tendency of the heads of some promoting NGOs to "**act as a filter**" between the evaluation team and persons to be interviewed, both social workers and direct beneficiaries.

With regard to the turnover of personnel, it should be noted that since the evaluation was carried out about **30 months after the end of project activities**, many protagonists of the CSOs involved and of the heads of services activated through the intervention have changed jobs, and in some cases have left their organisations to take on other duties, sometimes outside the association movement (for instance the contact person of the Entraide Nationale during the project now performs other duties for ANAPEC).

Finally, despite a general spirit of collaboration, the team observed a tendency for the heads of local offices of some promoting NGOs to act as a filter between experts and beneficiaries and between experts and partner CSOs and service workers. The team was partially able to overcome difficulties with partner CSOs and service workers by establishing a **direct rapport** with some actors, however when it came to the possibility of interviewing different categories and project beneficiaries the team came up against great difficulties, due in part to **two other fundamental factors**.

For some service centres it proved impossible to contact beneficiaries since, as the heads of the centres that provided project-related services and promoting NGOs observed, the records did not

contain **any trace of persons** that benefited from the project, firstly for privacy reasons and secondly because, as in the case of single mothers, the persons helped were unwilling to provide their personal details, or would only have provided false information.

Moreover, since no *follow-ups* had been planned to follow the single mothers helped by the project, it proved impossible for the evaluation team to administer the tools prepared for the **new service centres** of Meknes, managed by Fondation Rita Zniber, and Fez, at the Dar Atfal Al Wafae institute (two service centres created with support from the project, which ceased their activities after the conclusion of the intervention), while for the other two service centres (which were already fully operational a few years prior to the start of the project, and remain operational to this day), that run by INSAF in Casablanca and above all that of Tangier, managed by the association 100% Mamans, the response was **more than satisfactory**, in both quantitative and qualitative terms. It should be noted here that for the service centre of Tangier, the association that manages it has **put in place several forms of** *follow-up* and involvement of the mothers helped by the project. This helped the team to make contacts with them and administer the online questionnaire.

In this area too the three promoting NGOs adopted very different attitudes. For the families of disabled persons and for single mothers helped by the service centre of Tangier and in part by that of Casablanca, the team managed to **collaborate well**, resulting in a positive response to online questionnaires and a readiness of workers to be interviewed, whereas for the service centres of Meknes and Fez the evaluation team came up against some difficulties. As already mentioned, these service centres ceased operating after the conclusion of the project, and the associations that managed or supervised them stated it was impossible to contact beneficiaries and workers, and probably exercised too much control and "filter" over the information that would have been collected.

Considering the methodological choice made by the evaluation team to exercise caution and respect towards the beneficiaries, who were united by a condition of social marginalisation and stigma, it was decided to remain **coherent** and avoid to overcome the difficulty raised in these two service centres through the seeking of direct contacts by bypassing the heads of the project that had supervised these centres and the organisations that had run them. Fortunately, the high level of participation of single mothers helped by the other two service centres in the online questionnaire and the high degree of collaboration with the service workers of Tangier and Casablanca enabled the team to minimise the difficulties experienced with the other two centres.

Finally, mention should be made of the question of the **representativeness** of the beneficiaries interviewed. It was indeed impossible to create a statistically and sociologically representative sample of beneficiaries, as the traits of the universe of persons benefiting from the various project actions were unknown. This might have brought about an under-representation of more vulnerable categories, such as illiterate or particularly marginalised persons, and an over-representation of single mothers and parents of disabled children having a higher level of education, as well as a possible under-representation of rural dwellers compared with city dwellers.

To avoid such possible distortions, an attempt was made to **reflect the variety of beneficiary types** through precise instructions given to the team's Moroccan experts, promoting NGOs and project partner CSOs[22]. These instructions were largely observed, bearing in mind the fact that the **rate of responses** to the online questionnaires was generally very high, with about 70% for single mothers,

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[22] The given instructions were concerned: the balance in the distribution of the beneficiary mothers according to the service centres, in relation to rural / urban area, age and occupation; the gender balance regarding the interviewed parents in addition to employment; while for minors the online consultation was completely free from particular instructions.

80% for *care leavers* and as high as 95% for the families of disabled children. For the beneficiaries of training provision, as described in greater detail below, although the rate of responses was very high, the small number of contacted beneficiaries did not allow us to process the information collected from a quantitative standpoint.

# 5. Evaluation results

## 5.1 Relevance

EVALUATION QUESTION: TO WHAT EXTENT HAS THE INTERVENTION PROMOTED ADEQUATE RESPONSES TO PROBLEMS RELATING TO THE RIGHTS OF SINGLE MOTHERS, CHILDREN LACKING FAMILY SUPPORT AND CHILDREN WITH DISABILITIES IN MOROCCO?

In conclusion, the general relevance of the project may be considered as high regarding problems present in the local setting, however some aspects put several dents into this judgement.

Generally speaking, the relevance of the intervention appears to be **high**. The strategies adopted in the intervention identification and formulation phase were in response to a national problem that is particularly widespread and difficult to eradicate. Also, from a theoretical point of view, the choice to make the initiative a "pilot" scheme was sensible (even though the project would not go on to have that trait, as we shall show below), since the issues raised by the intervention require, when planning the project, but also in the rollout phase, an exploration of many solutions in view of the profound legal, social and cultural implications involved.

The initiative was **identified and formulated** in light of the following elements:

- the desire to implement the provisions of the new Moroccan Constitution (in force since 1 July 2011) in particular art. 32 concerning the family, stating that "the State shall ensure equal protection and equal social and moral consideration to all children, regardless of their family situation". This article has not however been enacted due to a failure to create the "National Family and Childhood Council". This Council, pursuant to article 169 of the Constitution, would be expected to monitor the situation of the family and of children in Morocco, foster thematic national plans, steer the public debate on family policy and monitor the rollout of national programmes promoted by local departments, structures and bodies.
- The project was based on recommendations contained in the "Alternative report on the situation of children in Morocco", presented to the Geneva-based Committee on the Rights of the Child in the months of January and July 2014 by the National Collective, founded in 2013 with the support of UNICEF and coordinated by AiBi Morocco. The recommendations refer to the creation of a nation-wide network to defend and promote the rights of children and adolescents.

With reference to the sector under review, the initiative thus **responds** to **emerging problems and needs** at a national level, and is consistent with both national policies and policies pursued by Italian Cooperation. The high degree of relevance is evident in reference also to sectoral guidelines (at least regarding children and disabilities, while in the case of women there is the problem that the analysis and to a large extent the performance of actions are relegated to the task of building awareness rather than seeking concrete solutions) issued by Italian Cooperation and to "SDGs" (*Sustainable Development Goals*).

The degree of relevance of the project is **high** with reference to the identification of **specific needs**: strengthening the skills of CSO workers; drafting of the Research report and Recommendations to

be included in the current Child Protection Integrated Public Policy; the activation and/or expansion of 7 service centres and local services for single mothers, children in care and disabled children and relative service charters; start-up of a pilot Community Based Rehabilitation (CBR) scheme[23], activities to inform, build awareness and *advise* direct beneficiaries (disabled children, children in care and single mothers) and the actors involved.

Relevance is also quite **good** regarding the **involvement of some institutional actors**, such as Entraide Nationale and UNICEF, which facilitated the intervention by collaborating on some activities.

The project is relevant with reference to the implementation of the **PPIPEM** programme: priorities of the programme include the deinstitutionalization and in particular helping institutionalised youngsters towards *care leaving* (in 2018 Morocco began the important reform of the Child Protection Integrated Public Policy).

Although the intervention was marked by a **generally high degree of relevance** regarding problems faced in the local setting and relative policies, relevance was **very much reduced** regarding five particular aspects.

a. Some key actors such as ANAPEC did not play as relevant a role as they were supposed to, with special reference to training and job opportunities for some types of beneficiaries, in particular single mothers and children in care; the issue of employment is key regarding the possibility for weaker categories to build an alternative life to social marginalisation and the stigma attached to this status.

b. The project dealt with a very diverse range of topics. This carried the risk of creating self-contained compartments that would not help to increase its relevance. The issues of abandoned children and single mothers, for instance, or that of the social re-integration of children placed in care and disabled persons must follow intervention paths that are difficult to meld together in a single operating model. In the end, they appeared to resemble three different projects instead of three strands of the same project;

c. This diversity is corroborated by the fact that the three promoting NGOs involved in the project, being inspired by very specific missions and vocations and by different views of the social situation, acted singly when implementing actions, jeopardising the unitary sense of the project. The NGO OVCI focused on the question of disabled children, while the NGOs Soleterre and AiBi worked, respectively, on expanding the service centre of Tangier (run in partnership with the Moroccan NGO 100% Mamans), which had been operational for a number of years, and opening new service centres, such as those of Meknes (in collaboration with Fondation Rita Zniber) and Fez (housed at the Dar Atfal Al Wafae institute), which ceased to operate once the intervention was concluded.

d. The "pilot" nature of the project, too, is rendered irrelevant by the fact that it references practices and experiments already tried out in other interventions, in some cases before the start of the project "*Tous autour de l'enfance*", which simply doubled the activities.

e. One of the general declared objectives of the project was "*to contribute to the promotion and protection of the social and economic rights of single mothers and their children, and children that have been abandoned or at risk of being abandoned*", while the main final beneficiaries included "*single mothers belonging to vulnerable categories and women at risk of unwanted pregnancies out of wedlock*". In actual fact, the project focused solely on the question of children's rights, and that in an absolutely secondary, only for the operation

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[23]The CBR pilot project is not the subject of the evaluation but rather a "twin" project realised by OVCI and begun in 2015 with funding from the Friuli-Venezia Giulia region, called M.A.R.O.C.C.O. (Mothers Active in Rehabilitation, Guidance and Involvement of Communities)

of the Tangier service centre. Tangier–. Thus women's rights and the issue of social marginalisation – not to mention actual exploitation – that women undergo, were not tackled. In short, no space at all was devoting to looking into the causes of the phenomenon of child abandonment. And mothers given assistance almost never return to the service centre, with the exception of the Tangier centre. This fact is in all likelihood connected with the particular viewpoint and mission of the lead promoting NGO, the association Ai.Bi., which deals chiefly with adoptions and children's rights, rather than women's rights. In reality, the phenomenon of abandoned children, their rights and women's rights represent different facets of the same problem.

## 5.2 Coherence

EVALUATION QUESTION: TO WHAT EXTENT IS THE PROJECT COMPATIBLE WITH THE INTERVENTIONS OF OTHER ACTORS REALISED IN THE SAME SECTOR?

In conclusion, project coherence, both internal and external, appears to be low for some aspects and very low for others.

### 5.2.1 Internal coherence

Internal coherence relates to the synergies and interdependencies among interventions undertaken by the same institution/administration, as well as coherence between the intervention and pertinent international standards and principles observed by the institution/administration.

On the subject of **internal coherence**, the project **respects** the guidelines of Italian Cooperation and international standards and principles adopted for the issues of children's rights and the rights of disabled children. As the three promoting NGOs stated in the project proposal, the intervention *"... conforms to the "Guidelines of Italian Cooperation on Minors" (2012), with special reference to the priority "the right to a family environment", and provides for actions aimed at: "fostering national policies in support of the family: supporting forms of social protection capable of removing poverty as a cause of separating children from their families; fostering/supporting reform in child support services by means of de-institutionalisation (care leaving): case management capability, family support services, networks of foster families, adoptions; fostering regulatory frameworks that enshrine children's right to live in a family environment, supporting when necessary alternative reception and support solutions; fostering the decentralisation of social services catering to the specific needs of local communities, with social services making better use of available resources to support families".*

As regards coherence with Italian Cooperation 2010 guidelines "Gender equality and women's empowerment"[24] and "Operational guidelines for Italian Cooperation in the North Africa and Middle East region", the project may be said to be **lacking in coherence**. As stated in the proposal put forward by the promoters of the intervention *"...the action of Italian Cooperation forms part of EU policies and strategy for the region, with special reference to support for democratic processes.... The Italian strategy conforms to the European initiative European Neighbourhood Instrument - ENI 2014-2020, which includes among its six priority areas of intervention the "promotion of human rights and fundamental freedoms, good governance, democracy and rule of law, fighting corruption and institution building, gender equality and women's empowerment… In this respect, special relevance is attached to interventions that seek to intensify efforts to combat gender-related violence and discrimination, the socio-economic empowerment of women, especially in rural settings, and initiatives to combat poverty...".*

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[24] https://www.aics.gov.it/wp-content/uploads/2016/04/2010-07-01_LineeguidaGenere.pdf

As already mentioned, with regard to the criterion of relevance, the project actually made an **extreme simplification** of the question of abandoned children or those at risk of being abandoned, by adopting as a **single paradigm** the issue of children's rights and neglecting the issues of **gender equality and women's empowerment**. In short, apart from rare exceptions, the project worked more on the **impact** (abandoned children) than on the **deep-rooted causes** (gender inequality and the process of social stigma and marginalisation/women's exclusion).

### 5.2.2 External coherence

External coherence relates to coherence between the intervention under review and interventions carried out by other actors in the same setting. External coherence includes the factors complementarity, harmonisation and coordination with other actors, and ensures that the intervention generates value added, avoiding overlaps with other actions. The question of harmonisation with other actors and that of overlaps with other actions appear to present the **biggest problems**.

Looking at harmonisation, there are **vastly different approaches** adopted by the various organisations involved, with special reference to services provided for single mothers. The service centre in Tangier, run by the local organisation 100% Mamans, adopted a global approach based on efforts to eradicate the social stigma of single mothers, while the other service centres focus solely on their children. This diversity of approach can easily be seen in the responses given by the mothers themselves: those benefiting from services provided by the Tangier centre remain in contact with the centre even after having received help (in 95.6% of cases), and are also involved as protagonists, even appearing in radio broadcasts aimed at women who find themselves in the same situation, and more generally at public opinion and decision-makers. On the other hand, women assisted by other service centres, in particular those of Fez, running from the Dar Atfal Al Wafae orphanage, and Meknes, running from the orphanage managed by Fondation Rita Zniber, not only did not remain in touch with the service centre, being considered as passive beneficiaries, but did not even provide their personal details for fear of acts of retaliation.

As already mentioned more than once, this difference in approach is connected with the big **differences in mission** of the various organisations involved in the project, and of course with the **main aims** of the respective actions. In short, whereas some organisations believe the process of social stigma of single mothers to be the main cause of the phenomenon of abandoned children, other organisations focused solely on the effects falling on their children. These are significant differences, which have sometimes led to actual **discrepancies**, albeit latent, as in the case of the Platform. These discrepancies clearly emerged during in-depth interviews conducted by the evaluation team on the representatives and heads of some organisations and on some journalists involved in the rollout of the project.

On the subject of **coordination** we should also note that despite the efforts of promoting NGOs, in particular the lead NGO Ai.Bi. to create the Platform, in actual fact this tool **failed to solve** the question of different approaches taken by the organisations and associations forming part of the Platform, since the dominant paradigm was always that of children's rights. Indeed, quite a few of the associations joining the Platform expressed a certain unease in having to accept not so much the leadership of Ai.Bi., which is almost unanimously viewed as having an excellent organisational and logistical set-up and the ability to guide single organisations in a broader context – such as the international setting - as the prevalence of an **approach that focuses solely on children's rights** and forgets, or relegates to a lower level, the issue of **women's rights**, the neglect of which lies at the heart of the phenomenon of child abandonment.

Finally, with regard to complementarity and overlaps with other actions, it should be noted that there are some **important criticalities** regarding the overlapping of the project "*Tous autour de l'enfance*" with other "twin projects" (see the paragraph below on effectiveness), in particular:

a. with the project of Soleterre in partnership with the association 100% Mamans (https://soleterre.org/cosa-facciamo/inclusione-sociale-e-lavorativa/meres-en-ligne-madri-in-prima-linea/);

b. with the project of OVCI on the strengthening of the service centre SAFIR and the application of RCB strategy (http://www.ovci.org/index.php?option=com_content&view=article&id=634&Itemid=559&lang=it);

c. with the project managed by Ai.Bi. and financed by the European Union. This project, entitled « *PLATEFORME CDE : Projet de création d'une Plateforme Nationale pour le développement, la mise en œuvre et le suivi des politiques publiques en matière d'enfance, dans le respect de la CDE*», (https://leseco.ma/la-plateforme-cde-maroc-souffle-sa-premiere-bougie/ - https://eeas.europa.eu/delegations/ivory-coast/33674/lancement-de-la-plateforme-convention-droits-de-lenfant-cde-maroc_fr).

These projects indeed are **very similar, with common actions** which, as we shall see below, are difficult to attribute to one project or the other. According to the criterion of external coherence, the evaluators considered this as an evident overlap and not as declared by those responsible of the three promoting NGOs, elements of synergies and simultaneity between projects carried out at the same time. The overlapping aspect is testified also by the fact that several persons interviewed (in some cases the project itself) attributed actions of the project "*Tous autour de l'enfance*" to the EU-funded project and not to Italian Cooperation.

## 5.3 Effectiveness

EVALUATION QUESTION: TO WHAT EXTENT WERE THE ACTIVITIES PLANNED IN THE PROJECT REALISED? TO WHAT EXTENT EXPECTED OUTPUTS HAVE BEEN ACHIEVED?

Project effectiveness varied considerably, sometimes even within the same activity, as in the case of the service centres envisaged: the consolidation of the existing ones, in Casablanca and, above all, Tangier are characterized by a good level of effectiveness, while the level of the two new centres in Meknes and, above all, Fez, is decidedly low.

The effectiveness of the service for disabled children is quite high but mitigated by a basically negative opinion of the parents.

Instead, as regards the effectiveness of training to representatives of the CSOs, as well as the functioning of the Platform, the website and the Service Charters, the level is very low or low.

Finally, for research, effectiveness seems sufficient, while for communication and awareness, the criterion of effectiveness is theoretically good but in reality difficult to apply due to doubts about the authorship of many actions.

The criterion of effectiveness was analysed through data obtained from project progress reports (interim reports and final report) and from interviews with the representatives of Ai.Bi, Soleterre and OVCI, local partners and some target groups of the project.

All planned activities were completed within the **agreed deadline**, but not all beneficiaries were reached by the project (e.g. 269 children vs the initial target of 1,000, disabled persons 120 vs the initial target of 200). On the other hand, the number of single mothers reached was much higher than planned (1,357 vs the initial target of 200). The following table summarizes the planned activities and those realised according to the three results of the project.

| Activities and expected beneficiaries | Activities performed/beneficiary achieved |
|---|---|
| **R1: The capacity of Moroccan civil society organizations is strengthened and institutionally accredited** | |
| *A1.1 Research and statistical quantitative and qualitative elaboration on the target groups, and national mapping of the Moroccan CSOs engaged on the subject* | The research coordinated by AiBi and named *"Familles vulnérables, enfants en institution. Rapport sur la discrimination des femmes et des enfants au Maroc"* was published on March 2017 |
| *A1.2 Strengthening the training skills of the CSO operators and of the National Collective CDEPF. Expected beneficiaries: 30 CSO representatives and 5 CDEPF Members are trained to improve their capacities of service, lobbying and social communication* | Two training sessions of three days each on Lobbying (32 people trained) and Social Communication (28 people trained) were carried out in the second half of 2016 |
| *A1.3 Preparation of the Research report and of the Recommendations to be included in the current Integrated Public Policy of Child Protection and presentation through a National Conference* | CDEPF recommendations were presented during the National Press Conference held in Rabat on 23 May 2017 |
| **R2: The rights of vulnerable groups are protected and guaranteed through the consolidation and/or start-up of experimental territorial services** | |
| *A2.1 Structuring an experimental service of social assistance and employability devoted to single mothers. Expected beneficiaries: 200* | A total of 1357 single mothers were assisted |
| *A2.2 Provision of social accompanying and career guidance services for institutionalised or outgoing children (care-leavers). Expected beneficiaries: 1000* | 269 young people assisted at the closure of the project |
| *A2.3 Expansion of SAFIR socio-sanitary and employability service aimed at families, children and young people with disabilities (at risk of family abandonment)* | 102 new families assisted at the closure of the project |
| *A2.4 Start-up of a Community Based Rehabilitation (CBR) pilot service. Expected beneficiaries: 200* | 120 beneficiaries cared for |
| *A2.5 Definition of a Service Charter* | At the end of the project, 1490 Service charters were distributed among the different groups of beneficiaries: 290 for young people with disabilities, 780 for single mothers and 420 for Care Leavers. |
| **R3: The rights of vulnerable groups are promoted to direct beneficiaries, institutions and the whole Moroccan civil society** | |
| *A3.1 Creation, activation and maintenance of an on-line National Thematic Platform* | The website/ platform (http://enfancemaroc.org/?page_id=35 ) was put online on 23 May 2017 on the occasion of the press conference launching the media campaign planned by the project |
| *A 3.2 Creation, production and dissemination of information kits, radio spots and social networks, and mass-media campaigns for awareness raising. Expected beneficiaries: 20.000 people are informed and have access to a national online and social networking platform on minors rights in Morocco* | At the end of the project, the spot and videos realised in the framework of the campaign had more than 20.000 views (Youtube + Facebook). At the time of the project closure, the Collective Facebook account had about 1450 stable fans and about 1280 interactions every week and since the beginning of the project, it increased of more 1000 stable units (fans) |
| *A3.3 Organisation of initiatives for promotion, awareness raising and public dissemination.* | 3 Conferences were organised and realised: <br> 1.    Conference launching the project (7/5/2016) |

| | 2. Press Conference launching awareness raising and public dissemination campaign (23/5/2017) |
| | 3. Final Conference of the project (23/11/2017) |

Analysis of the effectiveness of actions performed was however hampered by a **number of difficulties** for the following reasons:

- overlapping/complementarity with the EU project, as mentioned above, involving some of the same local partners. This project planned not only to create the CDE Platform, involving many of the associations already united in the National Collective (established as an informal group in 2013 and chosen as a subject to be strengthened by the project under review), but also to perform other similar actions (training to improve CSOs, creation of a website/platform, creation of experimental local services for the social re-integration of children leaving care, definition of a National Action Plan);

- overlapping/complementarity with the Soleterre project in partnership with the association 100% Mamans entitled "*Mères en ligne*", operational since 2015, with the objective of increasing medical and psychosocial support, work placement and legal aid (strengthening the same services referenced in the project "*Tous autour de l'enfance*"). The project was funded by the European Union in partnership with the Social Development Agency, a Moroccan ministerial body, as part of the Gender Equality Support Programme 2012-2016;

- overlapping/complementarity with the project rolled out by OVCI regarding the expansion of the SAFIR service centre and application of CBR, funded by the Friuli-Venezia Giulia Region. The project "M.A.R.O.C.C.O. - Mothers Active in Rehabilitation, Guidance and Involvement of Communities" - a pilot project for a Community Based Rehabilitation programme", initiated in June 2015 and completed in November 2016. Complementing this programme, in December 2017 the project I.N.C.L.U.S.I.O.N.E.: Integration in the Local Community, by means of an Integrated and Holistic Service, was launched, catering to the Special Needs of disabled children, to meet the welfare and rehabilitation needs of many disabled persons struggling to find a suitable Centre in the Temara area;

- no baseline was defined at the start of the project, thus it is not possible to compare figures after its completion. This aspect relates chiefly to the expansion of the service centres of Casablanca, run by INSAF, and Tangier, run by the association 100% Mamans, already operational prior to the start of the project, thus probably in possession of figures on service use;

- pre- and post-training questionnaires were not given to CSO workers to assess initial skills and newly acquired skills;

- in several cases difficulties were encountered collecting information (no possibility of accessing information on single mothers and/or doing interviews or administering questionnaires, no possibility of gaining access to user files and activity reports of service centres, except for those of the association FRZ (on minors) and the association DAO (single mothers);

- the effectiveness of the awareness-building campaign - relating chiefly to removing the stigma attached to single mothers and abandoned children, dealing only fleetingly with disabilities – would require a separate evaluation, with the creation of an experimental group and a control group using the counterfactual approach. With regard to the present evaluation, the effectiveness of actions performed may be gauged only based on the quality/quantity of output and materials generated, channels used (Internet, Social Networks, radio, TV, press, etc.) and the number of persons reached, taking into account mainly the data given in the project's final report. From the tools available it is only possible to ascertain the number of persons actually reached by the number of times videos uploaded to Social Networks have been viewed, the number of *followers* of channels used, and the persons present during

events. With regard to traditional media (radio, TV, press), it would be necessary to request an estimate of the audience and the profile of listeners/readers. This operation is naturally not feasible in this specific context;

- finally, data collected through the consultation of archives and registers – which proved to be incomplete – and through questionnaires administered to beneficiaries helped to a limited extent with an appraisal of effectiveness, as well as other criteria, since as the characteristics of the universe were unknown, it is impossible to settle on a representative sample, from both a statistical and sociological viewpoint (with reference to the variety of beneficiary types).

Further to these initial considerations and following an analysis of collected documentation and information, some conclusions were reached regarding the criterion of effectiveness, which are given below for single activities.

### 5.3.1 Service centres aimed at single mothers

This activity (activity A2.2) entailed the consolidation of two existing centres, that of Casablanca, run by INSAF, and that of Tangier, run by the association 100% Mamans, as well as the creation of two new service centres run from the Dar Atfal Al Wafae orphanage in Fez and the Fondation Rita Zniber orphanage located in Meknes.

Generally speaking, a lot more **single mothers became involved in the project than the number** initially planned (200, compared with the actual number of 1,357), even though the increase related chiefly to the centres of Casablanca - association INSAF (1,134) and Tangier – association 100% Mamans (178), which were already operational prior to the start of the project, for which some of their services were expanded. In the same period the association 100% Mamans received another EU financing, as mentioned in the previous paragraph, which had the same aims and objectives.

The two service centres of Fez and Meknes, created with the support of the initiative, reached a total of **45 women, providing them with basic services, such as counselling and guidance. At the end of the project the orphanage in Fez completely suspended the service** aimed at mothers. Mothers assisted by the project are no longer traceable. The two service centres of Tangier and Casablanca, operational before the project was under way, were granted resources to expand their services. Today they are perfectly operational, and continue to help single mothers.

50% of single mothers interviewed during the evaluation went to the Tangier centre, 45.6% the Casablanca centre and 4.4% the Meknes centre. From a sociographic point of view, mothers who answered the questionnaire showed a wide variety, suggesting that the pregnancies out of wedlock, is a cross-cutting social phenomenon. In fact, the age of mothers interviewed was quite evenly distributed: 7% is less than 18 years old; 28% between 18 and 21; 20% between 22 and 24; 13% between 25 and 28; 7% between 29 and 31; 17% between 32 and 35; while 4% of interviewed is more than 35 years old.

With regard to **education levels**, 63% had completed lower secondary school education, 20% had primary school education and 11% of single mothers interviewed had not attended school at all.

With regard to **employment**, 57% of women were factory workers, while 13% were housewives; with the same percentage of 7% there are those who are looking for employment, female students and female employees. Unemployed mothers represent 4%, while mothers on internships, mothers employed in service centres and domestic mothers respectively account for 2% of the interviewees.

The housing **situation** is of fundamental importance, since single mothers are seldom able to count on the support of their families. The majority of 78% of mothers live in rented accommodation,

while 13% reside in reception centres. With 2%, there are respectively those who live in their own home, in the house in which they work, with relatives, and with friends.

74% of mothers live alone with their children, while 7% live with their family (sometimes extended family); the same percentage of mothers lives with female friends.

Finally, with regard to children, 94% of the interviewed live with one child, and 6% live with 2 children.

Questionnaires administered to beneficiaries showed a **very high degree of satisfaction** about the usefulness of services provided, which included social assistance and reception, legal representation, registering children with the civil registry office, career guidance, and so on. 89% of those interviewed said services used were very useful, 9% said they were useful, and just 2% were dissatisfied, as the graph below shows.
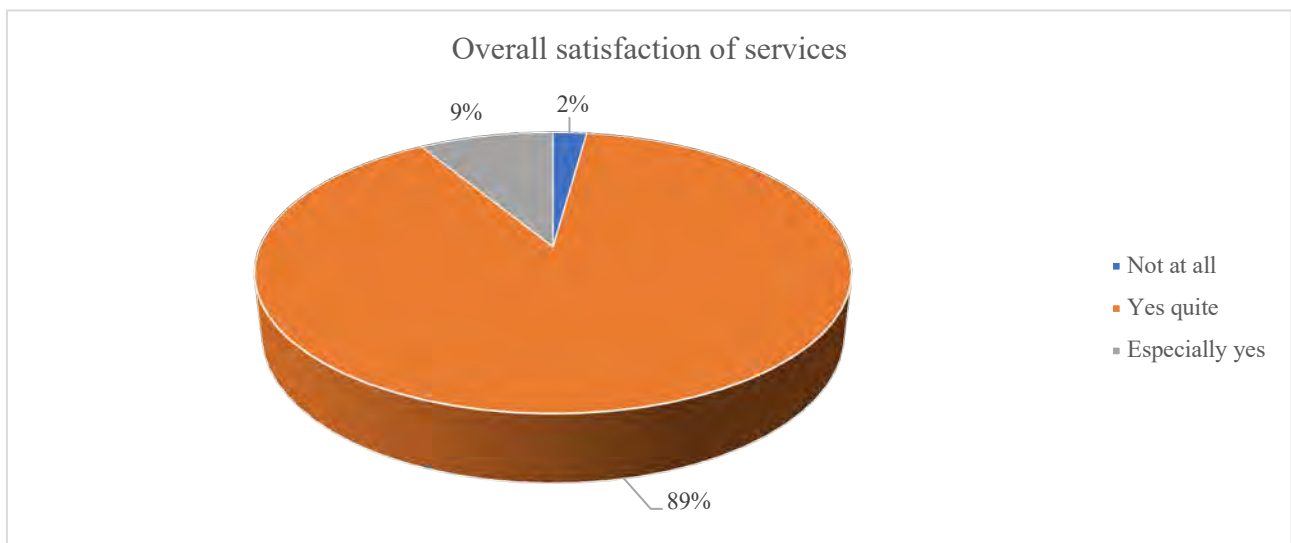


98% of interviewed mothers were thus satisfied or very satisfied with the services received. This judgement is confirmed by the fact that 68% of those interviewed said they had **recommended the services** offered by the service centre to others (22% of whom to more than one person), as the graph below shows.
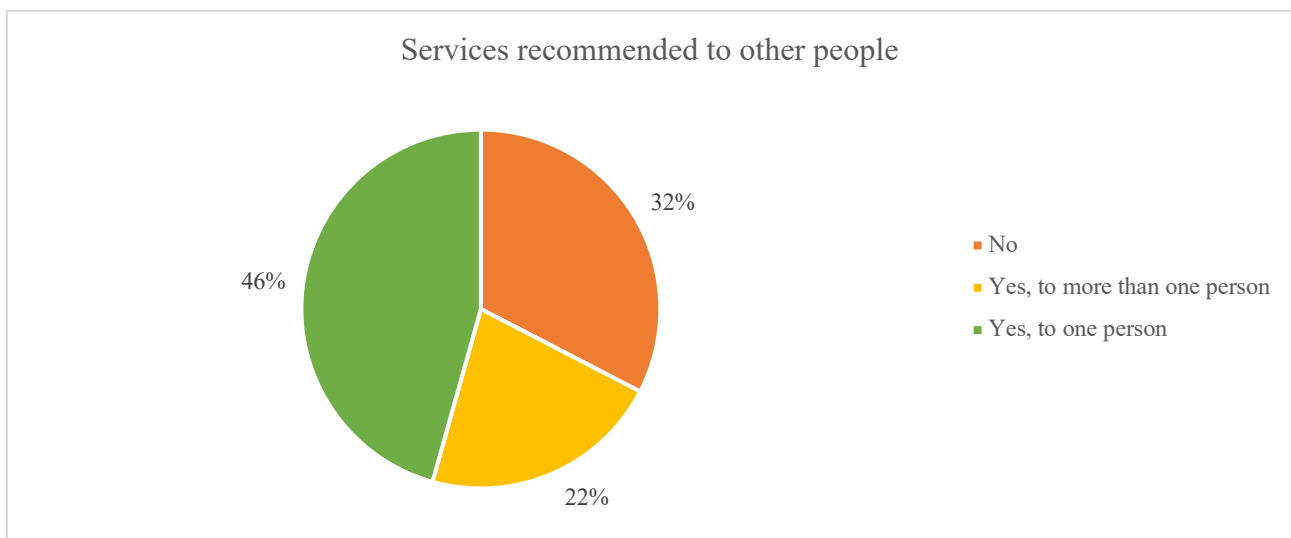


With regard to services used and relative satisfaction, assistance with labour/childbirth and registering at the civil registry office were the services most used by interviewed mothers (by 89%

and 83% of interviewees respectively). These were followed by help with work placement (used by 70% of mothers), career guidance (67%) and mediation (43%). The family reintegration service was used by 31% of mothers interviewed, while paternity recognition came last in the ranking of services, used in 26% of cases.

Looking at user satisfaction, all values regarding services are **extremely high**, with the most satisfaction expressed for assistance with childbirth and registering children. It is interesting to note that none of those interviewed said services did not serve a purpose.

The graph below gives an overview of services used and relative user satisfaction.



Services used and level of satisfaction
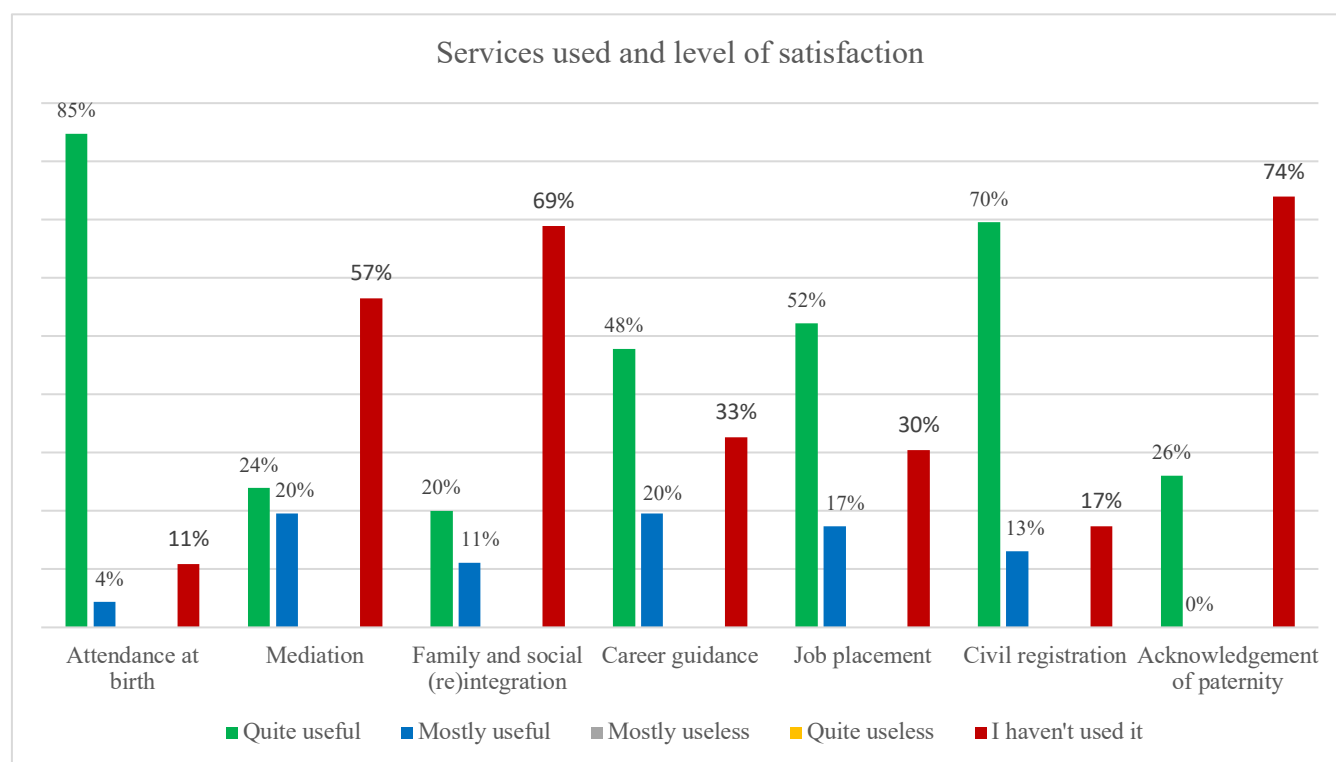
It is interesting to see that a **significant percentage** of mothers remained in contact with the centre even after the birth of the child: 74% of mothers continued to attend the centre, while 26% did not.



Mothers still in contact with the service centre
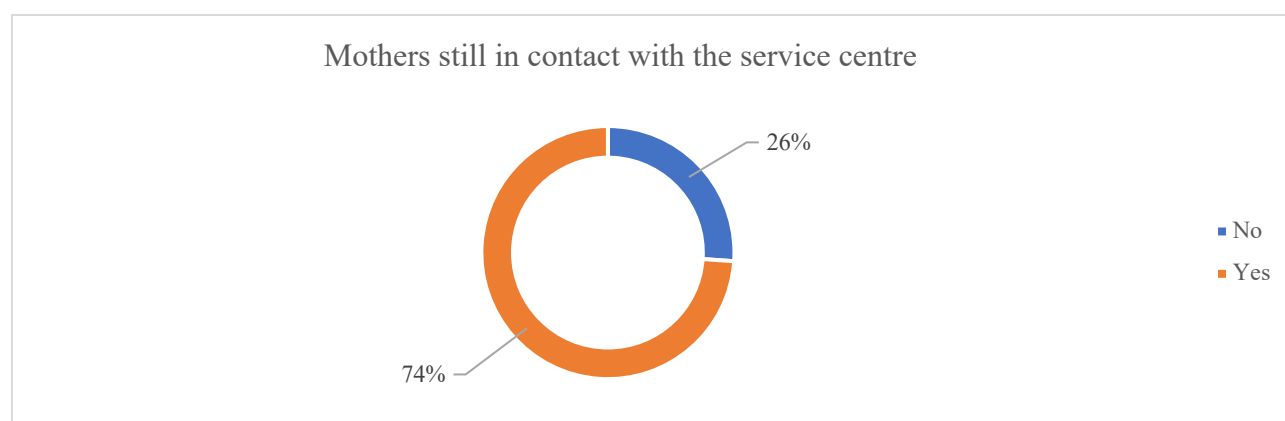
Those mothers that said they continued to attend the centre came for the most part from the **Tangier** centre.

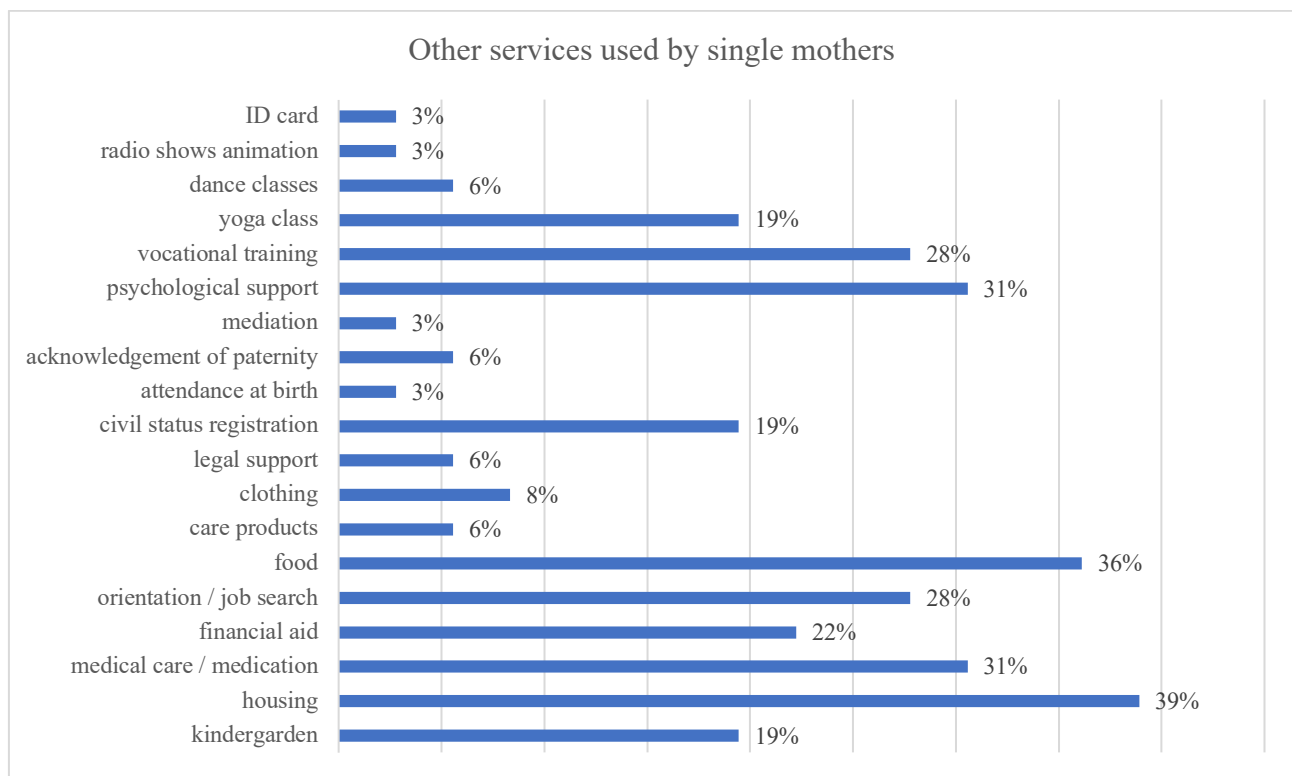Mothers still in contact by kind of service centre
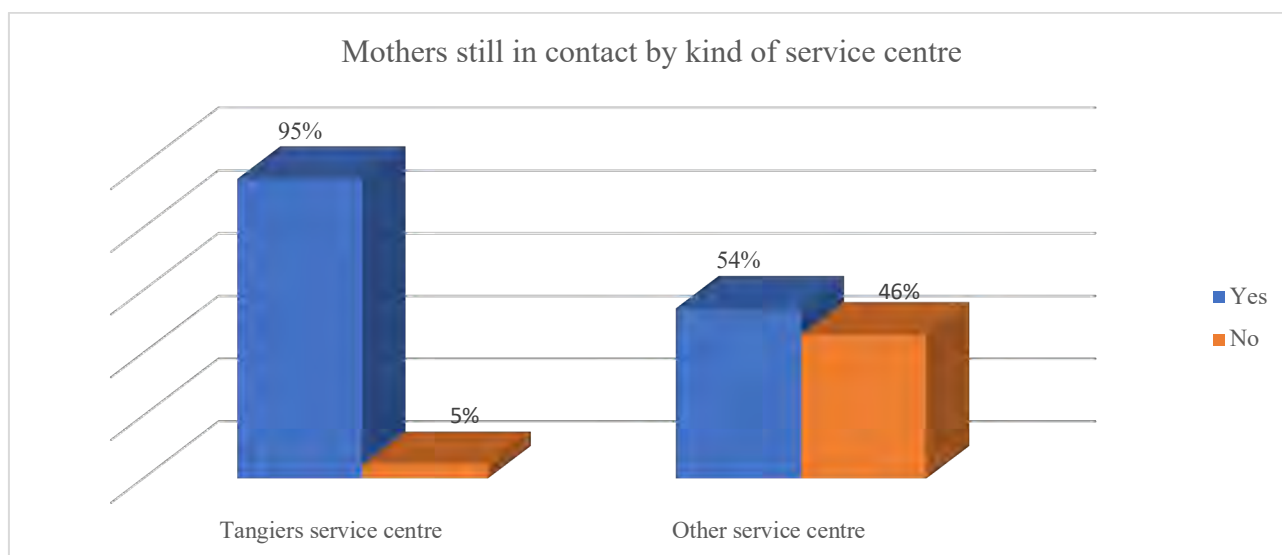
The high percentage of mothers staying in touch with the centre is very important for appreciating mothers' **expectations in terms of support** in a context in which general economic difficulties are compounded by the status of social marginalisation caused by their pregnancy and maternity out of wedlock. These mothers indeed require help and support not just at the time of childbirth and immediately thereafter, but also for a period of time covering the first years of the child's life, being almost always without family support and having to reconcile work and parenting.

Thus the centre continued to be a **point of reference** for the majority of mothers, for a number of reasons, as shown in the graph below.



Reasons for attending the service centre after childbirth
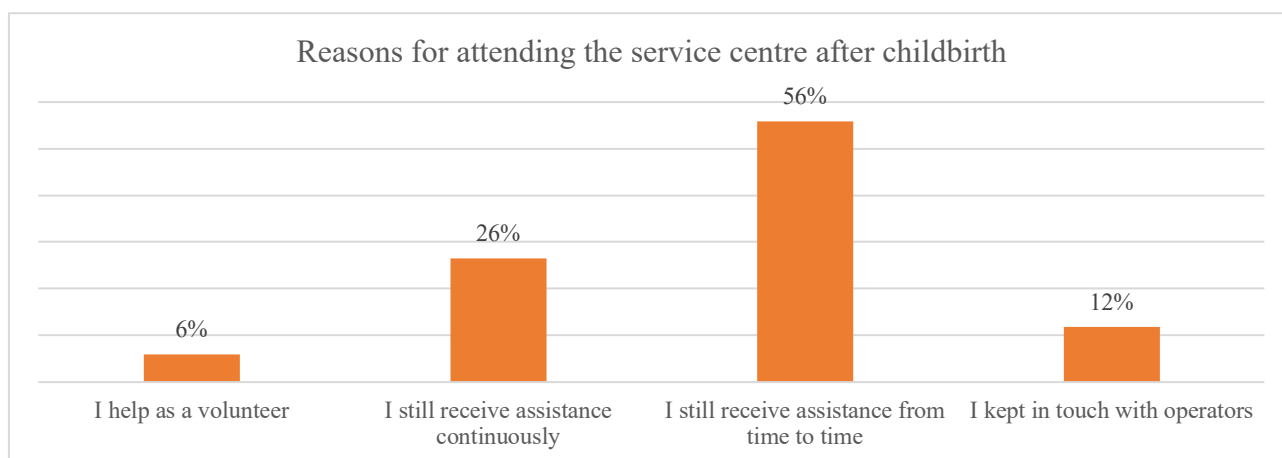
With regard to **services provided by the centre**, as well as more traditional services provided, 78% of mothers said they had used, or are continuing to use, ancillary services in the period after childbirth, between 2017 and 2018. The graph below shows the services used.

## Other services used by single mothers

| Service | Percentage |
|---|---|
| ID card | 3% |
| radio shows animation | 3% |
| dance classes | 6% |
| yoga class | 19% |
| vocational training | 28% |
| psychological support | 31% |
| mediation | 3% |
| acknowledgement of paternity | 6% |
| attendance at birth | 3% |
| civil status registration | 19% |
| legal support | 6% |
| clothing | 8% |
| care products | 6% |
| food | 36% |
| orientation / job search | 28% |
| financial aid | 22% |
| medical care / medication | 31% |
| housing | 39% |
| kindergarden | 19% |

As can be seen, there was a **wide variety of support** offered by service centres, especially that of Tangier, to mothers even after the birth of the child. The most frequent help provided was that of finding housing, followed by food and medicine provision and medical check-ups. It is interesting to note that psychological help, career guidance and work placement come above financial support.

It is also interesting to see the presence of a range of services/activities that might appear to be superfluous compared with primary needs, such as housing, food and medical treatment, such as yoga and dance courses. But the use of these services bears witness to single mothers' need to **overcome their state of marginalisation** by **rebuilding their social relations and self-esteem**.

This shows a **holistic approach** to the problem of pregnancies out of wedlock, seeing to primary needs but also rebuilding the sphere of personal ties and interests, or that part of **one's life and identity** that has been destroyed by stigma and social marginalisation in a social and cultural setting that looks down on their status as single mothers.

It should be remembered however that this global approach to the phenomenon of abandoned children**, which focuses on the single mother**, was adopted chiefly by the Tangier service centre, which arranged most of the support activities and initiatives considered beyond "basic".

Here it is interesting to note that only 48% of mothers helped also knew about the organisation that ran the service centre**, and these also came from** the Tangier centre.

Knowledge of the organization that manages the service centre

48%  52%

- No
- Yes
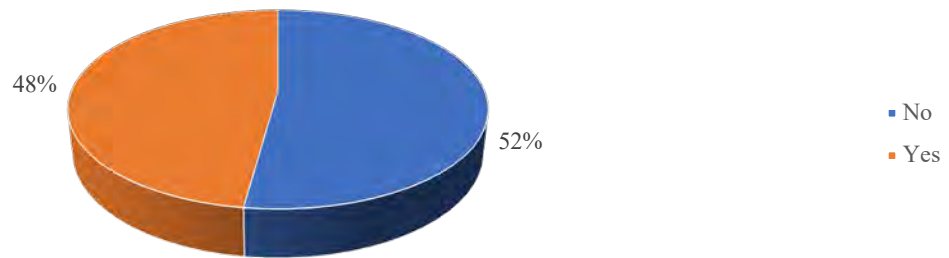
This was thus a sort of **user loyalty** process, providing **continuous and wide-ranging** support with material and identity rebuilding, especially after childbirth and the period immediately after birth. This is corroborated by the fact, already mentioned, that some mothers, after being helped by the centre, later joined forces with the centre as volunteers, working in the nursery or being involved in radio broadcasts on the subject of single-parent families.

Apart from the exceptional example of the Tangier service centre, which undoubtedly represents a **best practice** – as described in the final chapters of this report - it should be remembered that almost all interviewed mothers assisted by the three service centres of Tangier, Casablanca and Meknes, expressed a positive judgement on support received: 98% said it was useful for solving their problems, and of these 89% believed it to be very useful.

To this aim, the free comments expressed by 22 of the mothers interviewed regarding positive aspects – the majority – and negative ones of their experience are of particular interest.

**Positive and negative aspects of their own experience**
- all their services are very useful
- accompanying towards health services
- theatrical activities, dance and body expression, listening skills
- their support more than family, I felt at home, respected and protected
- we learned how to educate our children, how to take care of them
- helping me to prepare documents for my child and supporting me
- I was not well treated, listening is not enough. Now I feel abandoned with a disabled daughter. I have difficulty to cure her. For her, I quit my job at the factory
- learning to use the sewing machine and finding a job thanks to this training
- accompanying and social and material assistance for mothers and their children
- medical treatment, accompanying. There is no discrimination even though I am an immigrant
- communication, listening and psychological help that saved me from suicide
- accompanying to motherhood and support from the social worker, the documents for my child
- training
- help in medical and health care, accompanying to motherhood and the legalization of my daughter's situation
- legal aid, accompanying to motherhood and kindergarten
- accompanying, monitoring, help and support and listening ability
- vocational training, job search, kindergarten and documents for my child
- the behaviour of the operators towards the mothers at the level of communication and accompanying
- psychological help, affection, preparation for a new life, self-esteem
- conviviality, family life and communication
- kindergarten, going out to the cinema, psychological assistance, self-esteem
- accompanying in the period of pregnancy and childbirth and subsequent assistance, kindergarten

The high degree of satisfaction, plus the fact that instead of 200 mothers for which assistance was planned, the centres actually helped 1,357 single mothers before and after childbirth, or mother with children born out of wedlock at risk of being abandoned, points to a **very high level of effectiveness** (in particular for the centres of Casablanca and above all Tangier), naturally with variations due to the approach and operative modalities of the various centres. So although the two main service centres had been working for several years prior to the intervention, it cannot be denied that the help guaranteed by the project definitely contributed to an increase in their effectiveness.

*5.3.2 Reinforcement of the SAFIR centre and the start-up of a community based rehabilitation pilot service aimed at disabled children*

The project sought (Activity A2.3 and A2.4) to reinforce services of the existing SAFIR centre, offering welfare and healthcare support and work placement to families, children and youngsters with disabilities and applying the **RBC**[25] (renamed **Community Based Inclusive Development**) strategy, being tried out in a similar pilot project with the same partners and in the same localities already mentioned.

The application of this RBC strategy has worked well and in part is still continuing to function. The positive results of the application of this strategy were measured by the project with a scientifically based assessment scale inspired by the parameters of the ICF (International Classification of Functioning, Disability and Health)[26] and confirmed by the numerous testimonials of the beneficiaries consulted during the evaluation exercise. Results measured by such classification refer particularly to: Increase of "Communication and Socialisation" abilities and improvement of the index of "Daily Abilities" and of "Motor Abilities". In fact, the beneficiaries consulted confirmed such positive results in terms of improving of life quality (especially in increasing communication and socialization skills and improving daily and motor skills).

The centre received 102 families and 120 disabled children, compared with the figure of 200 planned by the project. A worker involved in the RBC programme, interviewed during the evaluation, said: *« Plusieurs parents me disent: Quand on cite mon nom à la maison les enfants tombe de joie* »[27]. Another worker cited a mother benefiting from the RBC programme: *"vous m'avez donné plus que les autres n'ont pas pu me donner"*[28].

A **panel of 20 families** out of the 102 that benefited from support from the project was consulted. While statistical representation could not be guaranteed, not knowing the sociographic traits of the set of families, making it impossible to build an adequately structured sample, the families chosen for the panel presented a **wide variety of situations** in relation to the main variables.

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[25]This is a strategy promoted and launched by the World Health Organisation (WHO) to support the rehabilitation, participation and inclusion of disabled persons in their home communities. The strategy is implemented through the efforts of disabled persons themselves, their families and communities, and through adequate healthcare, educational, professional and social services. In practice, this is a strategy that seeks to ensure equal opportunities and the social integration of disabled persons through their active participation of themselves, their families and communities, with adequately structured awareness-building and training initiatives.

[26] The International Classification of Functioning, Disability and Health (in short, ICF) is a disability classification system developed by the World Health Organization (WHO). The ICF text was approved by the 54th World Health Assembly (WHA) on May 22, 2001 and it was recommended that Member States use it in research, population studies and reporting. ICF provides both a unified and standard language and a conceptual reference model for the description of health and related states.

[27] Translation: "Many parents tell me: when we mention your name at home, children burst with joy"

[28] Translation: "You gave me more than everyone else could have given me".

There was a quite **balanced** mix of men (45%) and women (55%) in the panel.

The **average age of** those interviewed was 47.1 years, 47.7 years for the men (aged from 28 to 66) and 46.6 years for the women (28 to 62).

With regard to **employment status** too, the panel was quite varied, with a slight predominance of housewives (30%), followed by small-scale informal workers (25%) and even percentages of factory workers and unemployed (both 10%). The category of pensioners, building painters, gardeners, farmers and that of RBC agents, each represent 2% of the panel of the interviewed parents.

Finally, concerning the overview of the **number of children per family**, there is a prevalence of families with 4 children (30% of those interviewed), followed by families with 2 children (25%) and 5 children (20%). Families with 3 children account for 15%, while families with 1 child account for 10%. The average number of children per family in the panel was 3.25.

With regard to the gender of **disabled children**, the panel had a slight prevalence of boys (60%) over girls (40%).

Distribution for the **age of disabled children** was quite even for the different classes; children up to 10 years represent 10%, those included in the class from 11 to 17 years 35%, from 18 to 21 years 25%, while disabled children over 21 years are 10%.

75% of disabled children attended school, with the remaining 25% not entering the world of education.

This figure varies according to gender. The percentage of disabled sons attending school was **lower** (62.5%) than that for daughters (83.3%).
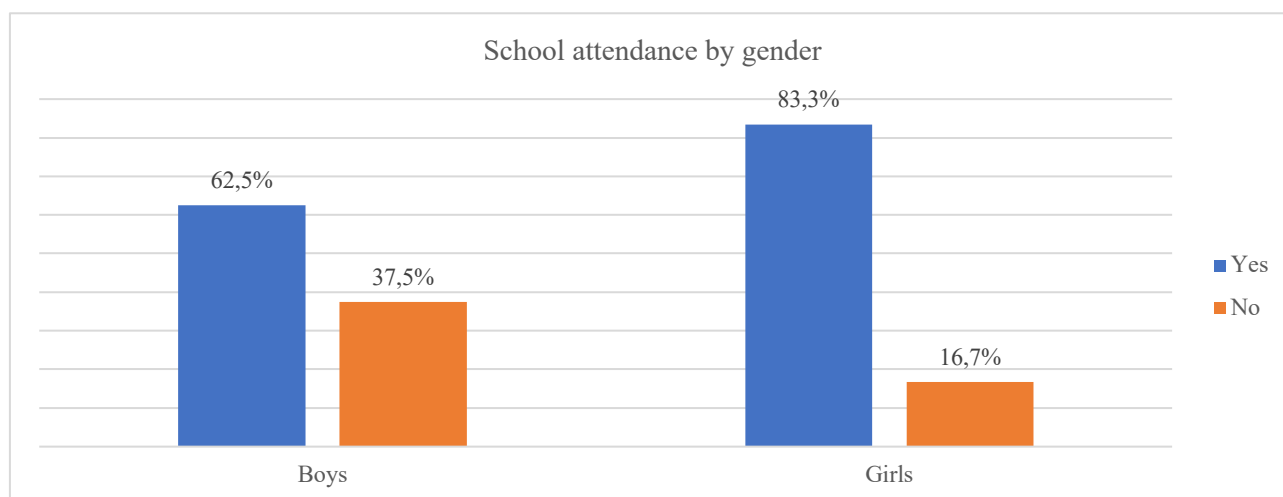


With regard to the persons caring for disabled children on a daily basis, the answers highlight the great burden that families have to carry. Families do not appear to have **any outside support**: for 60% of the interviewed panel it was the mother that looked after the child, while in the remaining 40% of cases all members of the family took responsibility.

Who takes care of the disable son

- 40% Mom
- 60% Family members
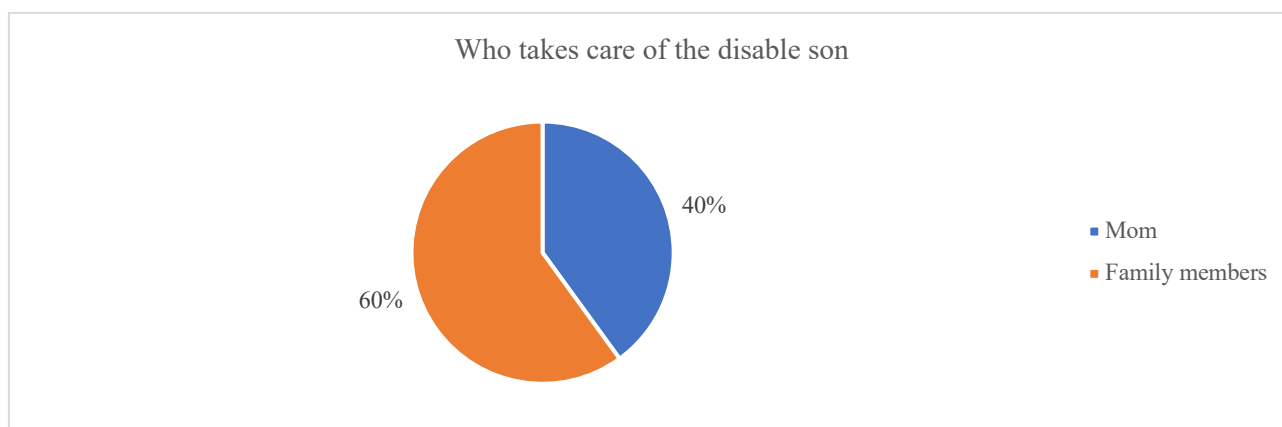
Financially speaking, the situation has remained unchanged: just 5% of the panel of interviewees receive a **small help** from the State, while the remaining 95% of families receive no form of external contribution.



State support

- 5% Yes
- 95% No
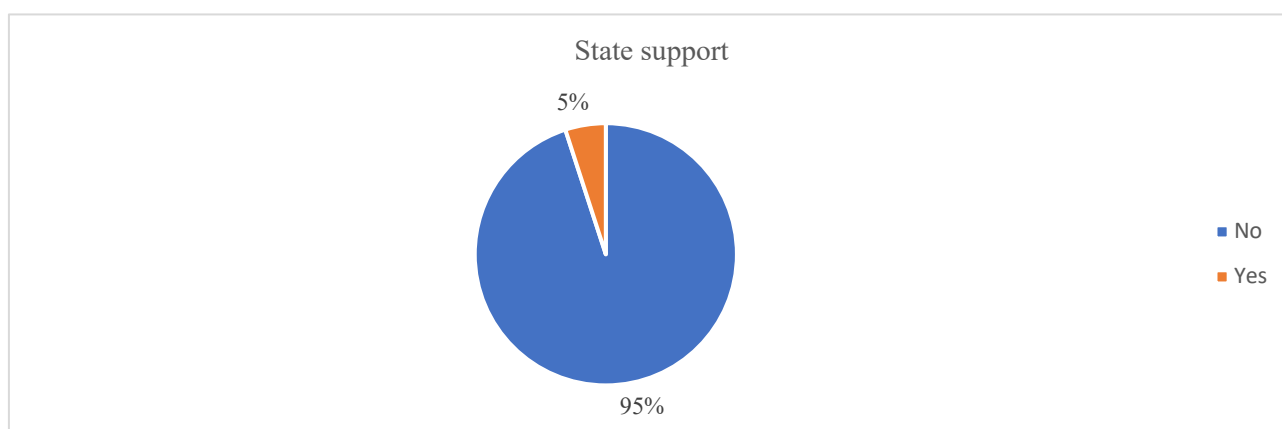
Thus, in the absence of outside support, the project **filled a void** that no one would have filled. Looking at the criterion of effectiveness, it is noted that according to 80% of parents in the panel, the project helped to improve the condition of their disabled children.



Improvements thanks to project support

- 20% No
- 80% Yes
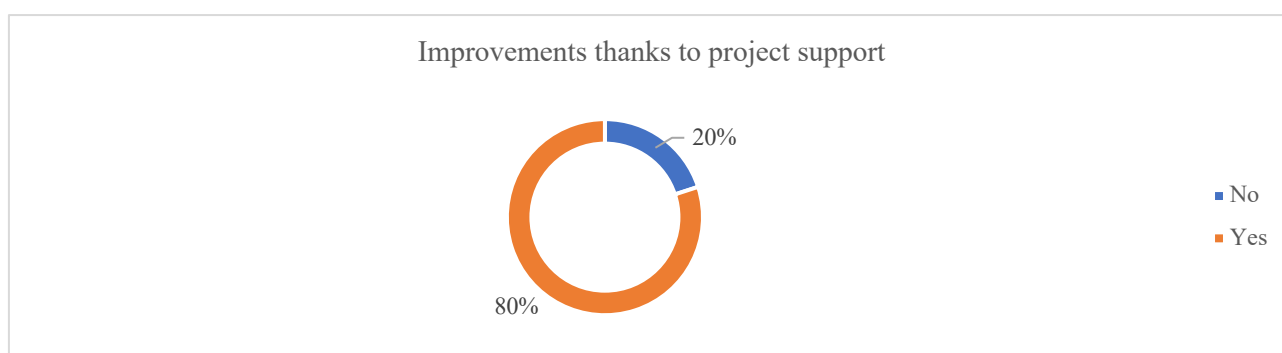
The section below gives the type of **improvements** observed by the parents interviewed.

| Improvements observed |
|---|
| - walks better |
| - participates more in family life |
| - communicates better |
| - more independent |
| - general improvement in mental disabilities |
| - more positive behaviour |
| - improvement in skills needed for daily routines |

| The perception of the beneficiaries according to the parents |
| --- |
| - with age certain activities disturb him above all because the beneficiaries are small |
| - well, improved communication with the family |
| - happy (two boys and two girls), jokes with them |
| - happy / at the beginning she was afraid but after two sessions it got better |
| - happy, satisfied because it shows on her behaviour |
| - writes well, speaks well and feels good |
| - feels very well, happy after participating in the activities |
| - he liked going to school |
| - he really likes the house, he was happy |
| - he is happy, he listens |
| - he didn't like re-education very much, he thinks he is too big |
| - more or less satisfied |
| - positively but there is no continuity |
| - the visit is also important for her because they come for her / I learned a lot of things. I didn't know them and I overprotected her with hyperactivity but fortunately I learned many things |
| - jokes with people who do re-education |
| - satisfied with sports activities, marathon |
| - shy and does not speak a lot, but she has difficulties with school, activities such as cooking |
| - a little (at his age he is bored) |
| - a bit since the visits are short and infrequent, which leaves some adaptation |

- improved hygiene
- learned to use the phone
- likes going out, performing activities he/she did not use to do
- greater discipline
- has taken more responsibility for younger sister
- has managed to find a job with a trader
- is happier

These are **important improvements**, especially if one considers the brief lifespan of the project. This judgement appears to be **confirmed by** children/teens parents' perception of project activities. The table below gives the comments about these perceptions.

Considering effectiveness, one should reflect on the reasons behind positive changes to the living conditions of the disabled children. The project certainly helped to break, or at least mitigate, the state of **isolation** suffered by both beneficiaries and by their parents caring for them every day. Nevertheless, an important factor appears to relate also to the type of approach adopted, based on the **customisation of support**, adapting to the individual situations of the beneficiaries.

As the table below clearly shows, a **wide variety** of activities were performed for disabled children.

| Activities performed |
| --- |
| - activities in a club |
| - house calls |
| - physiotherapy sessions |
| - speech therapy consultancy |
| - provision of hearing aid |
| - psychological support for family |
| - pedagogical advice on how to act and react with one's daughter |
| - becoming more independent when doing daily tasks |
| - specialist education |
| - trips out (markets, fairs, parks, cinema) |
| - provision of hygiene materials |
| - linguistic and communication re-education |
| - general support courses |

Although parents admitted there had been important and positive changes, the general view expressed by them about the support received through the project **tended to be negative**. Satisfaction was expressed by 45% of those interviewed, while 55% gave a negative judgement about the project. It should also be noted that the worst rating, that of "not at all satisfied" was given by an unusually large number of interviewees (10%), while very few gave a "very satisfied" response (just 15%), naturally relating to the positive effects of project activities on the beneficiaries.
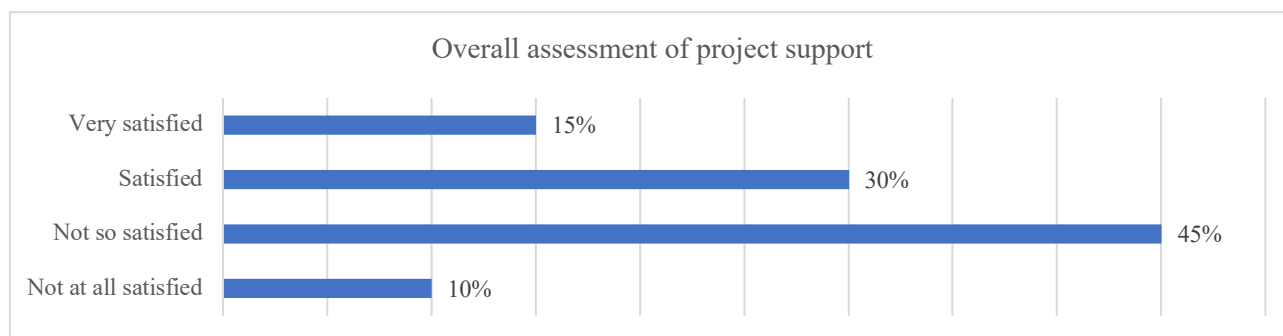


In actual fact, although these figures appear to **contradict** the improvements observed and the responses of beneficiaries as expressed by their parents, one should consider some aspects that had a large bearing on this negative judgement.

Firstly, this judgement appears to derive from the fact that support was pulled at the end of the project, probably due to the fact that an adequate *exit strategy* had not been put in place. In fact, this lack of an exit strategy, which is an aspect shared by other project activities, may have resulted in feelings of frustration, with parents' expectations disappointed, and lead to negative judgements.

Secondly, interlocutors have frequently stressed the need for **continuing support over time**, since the process for the recovery and/or re-education of motor and cognitive capabilities of children and adolescents is an **extremely slow and gradual** one, and is **not compatible with a set of project activities lasting just two years**. A sudden interruption in support, as appears to have happened in some cases, may often lead to **processes of regression** that can be difficult to stop, rendering workers' efforts vain and disappointing the hopes and expectations of beneficiaries and their parents.

The void left by the project **could not be** filled by other initiatives. Just 40% of interviewed parents said they had had some form of support after the project from other NGOs, while 60% said they had received no support at all.
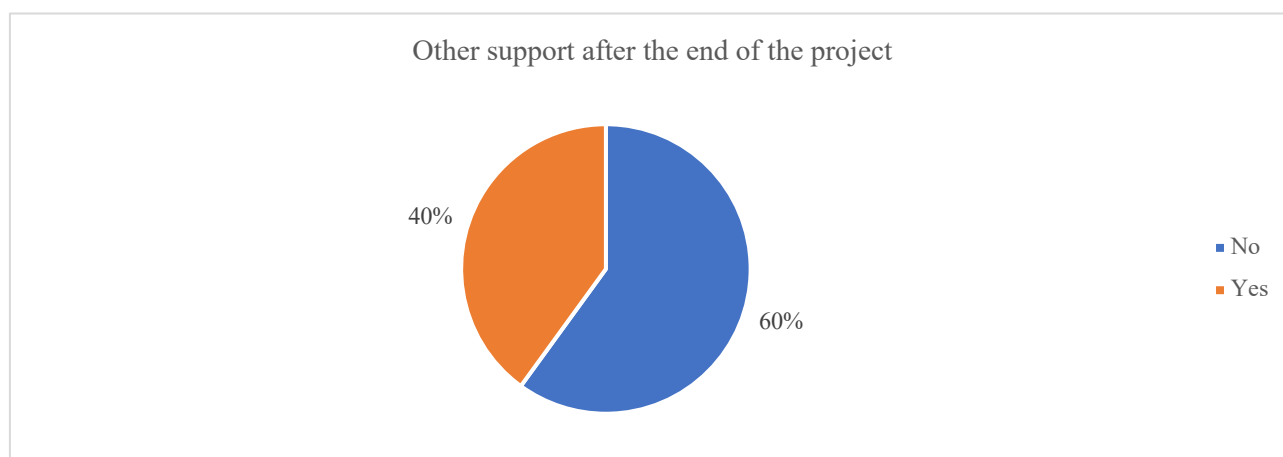
Even the presence of some **volunteers** trained by the project that (partially) continued to follow disabled children was not enough to fill the void left by the project and prevent a generally negative view of the project.

Thirdly, we should stress the situation in which the parents of disabled children found themselves, which we may summarise as one of **exasperation**, receiving only rarely any form of external support, from public or private bodies, in handling their difficult situation. Parents were asked what type of support they wished for their children. The answers are given in the table below.

| Desired support |
|---|
| - medical check-ups and specialist healthcare |
| - more physiotherapy sessions |
| - neighbourhood schooling |
| - specialist education suitable for the child's age |
| - learning to read and write |
| - more trips out |
| - financial aid |
| - more specialist and rehabilitation sessions |
| - vocational training and work placement |
| - study tools |
| - more frequent support sessions |

In light of the above considerations, in theory activities performed in favour of disabled children and adolescents were **very effective**, however this judgement is **lessened** by the sense of frustration and the disappointed hopes of disabled children and their parents due to the sudden termination of support given by the project.

### 5.3.3 Opening of two service centres aimed at institutionalised children

The project included actions to open two service centres aimed at youngsters leaving care, having reached adulthood or almost (*care leavers*), housed at the association SOS Village d'Enfants in Casablanca and Fondation Rita Zniber in Meknes (Activity A2.2.).

The services provided by the two centres were social integration and career guidance for entry in the workplace, also through an Individual plan to access work, which basically consists of a professional project to be carried out at training facilities operating on the territory. As regards specifically entering the workplace, as reported in the project report, "*of the 119 youngsters who have used the services offered by the service centre of the Rita Zniber Foundation, 16 youngsters carried out an internship in 2016; 21 youngsters have been enrolled in ANAPEC, 15 have been included in affiliated internships; 2 beneficiaries obtained an employment contract, 10 benefited from a support for the creation of two cooperatives, 10 were included in the formal sector, 30 in the informal sector*".

As for the 150 young beneficiaries welcomed by the SOS Village d'Enfants service centre, *"35 young people carried out paid internships and 95 carried out unpaid internships"*.

Thus, a total of 269 youngsters were registered, compared with the initially planned number of 1,000. This marked a **considerable difference between initial aims and actuality**, which should prompt serious and in-depth questions to be asked by promoting NGOs and by those that should have been ensuring that resources set aside for these activities were actually being used for the original purpose. The evaluation team cannot consider as admissible the explanation provided by the manager of Ai.Bi Morocco, which is reported verbatim: *"They were indicated as final beneficiaries of the action, in the sense that they are not the direct beneficiaries but the children who thanks to the duplication of the activities by SOS villages d'enfants and the Rita Zniber*

*foundation in the years to come will benefit from the tools and practices of the project. So the direct beneficiaries are the 269 who actually participated in the project"[29]*. According to this logic, therefore, minors assisted over a span of years, however not specified, after the end of the project would also be included in the count.

The evaluation team must stress that the absence of such an analysis puts a **serious dent** on the effectiveness of these activities. Support for minors leaving care structures where they have lived for a long time (some for their entire lives) is fundamental for combating the phenomenon of child abandonment, as the process of social integration is crucial for those who have experienced the **process of primary and secondary socialisation** in settings marked by deprivation, in which the chances of normal social integration and more generally a normal life are diminished.

With only 26.9% of the planned activities realised, the doubts expressed about the paradigm underpinning the project's aims take on a more visible form. If indeed the integration – or re-integration – of institutionalised children into social life to be one of the central parts of the strategy to combat the phenomenon of child abandonment, the way the project evolved meant that this issue unfortunately became a **side issue**.

As happened for the question of social stigma and marginalisation suffered by single mothers, the project made a **simplification of reality** by focusing efforts and consequently available resources exclusively or almost exclusively on the moment immediately after childbirth, i.e. when the mother decides on the fate of the new-born.

Everything coming before that moment, i.e. social and cultural discrimination against women, and their rights regarding having a baby out of wedlock, and everything following the decision to give up the child, naturally if that is the decision taken, appears to have been **rather neglected** by the project, or at least treated as **side issues**.

The adoption of one paradigm, that of the rights of the child, **to the detriment** of other paradigms, such as women's rights and the rights of persons who through no fault of their own have been forced to become men without a family behind them, actually rendered some project activities secondary in nature.

In this regard, it cannot be supposed that the problem of child abandonment can only be solved by persuading mothers to keep their children or, if this were not possible, to resort to adoption (both domestic and international). This process cannot, unfortunately, always have these two outcomes: orphanages and the placement of abandoned children in residential care are an **indisputable reality** that has taken on considerable proportions in Morocco, just as in other countries.

In this sense, if activities performed in favour of 1,000 minors going to be deinstitutionalised had been a **fundamental element of a global strategy** to combat the serious phenomenon of child abandonment, such a poor result, being much lower than initially expected, should have raised more than a few concerns. Either these results are due to serious difficulties emerging during the rollout of the intervention, or the decision was taken to give priority to other project activities.

Unfortunately, no document made available by the evaluation team contains an explanation for such an evident discrepancy between project objectives and what was actually realised in terms of activities in favour of minors going to be deinstitutionalised. This is not the only problem. Collected data on the few activities performed show up **some criticalities** in terms of the effectiveness criterion.

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[29] E-mail by the responsible of Ai.Bi. Marocco transmitted to the TL of the evaluation team on 12 June 2020

Although only a few minors gave responses to the questionnaire, below expectations, it was nevertheless decided to give the data collected in percentage form to remain in line with the rest of the analyses contained herein. The values expressed are naturally **purely indicative** and in no way can they be viewed as a true picture of reality for those minors that used the services of the two service centres during the project (over two years).

58% of those interviewed used the services of the Meknes centre, 42% used those of the Casablanca centre. The average **age** of those interviewed was 20.1 years, with 58% in the 17-19 year class and 42% in the over-19 class.

The **stay in residential care** is quite important: 50% of youngsters spent from 16 to 20 years in these structures, while 25% of the total spent more than 20 years.
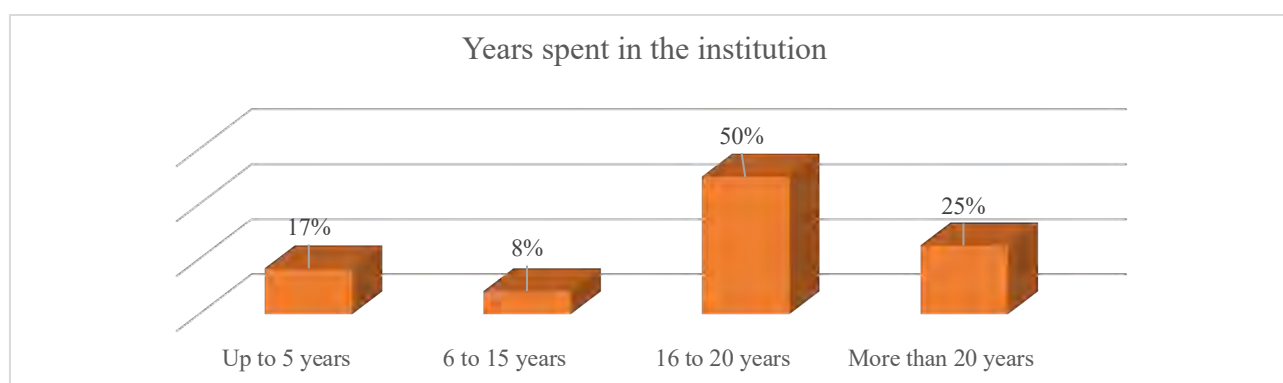


The **level of education** is high on average: just 8% of those interviewed dropped out of school after primary education, while 83% completed or are completing secondary or vocational education. The percentages are given in the graph below.
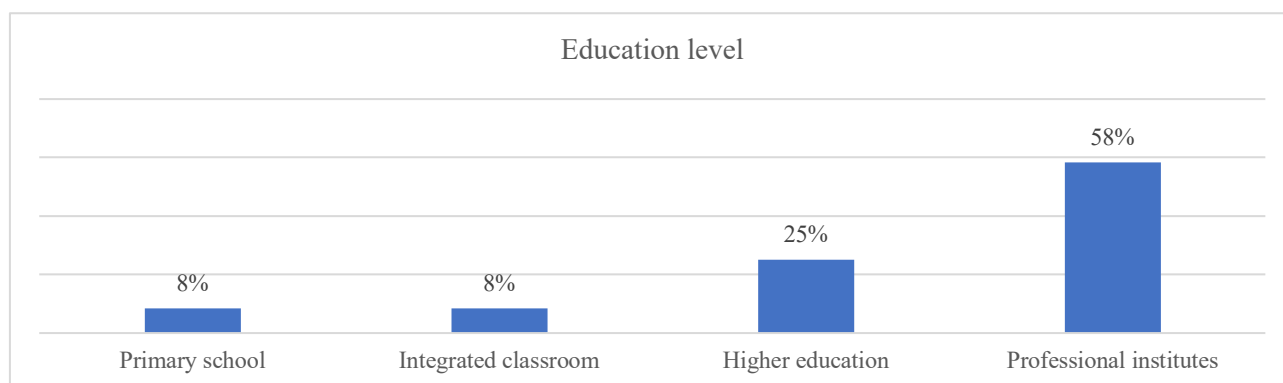


With regard to current **employment status**, 33% are working and 8% have jobs relating to their studies. The remainder of those interviewed are studying.
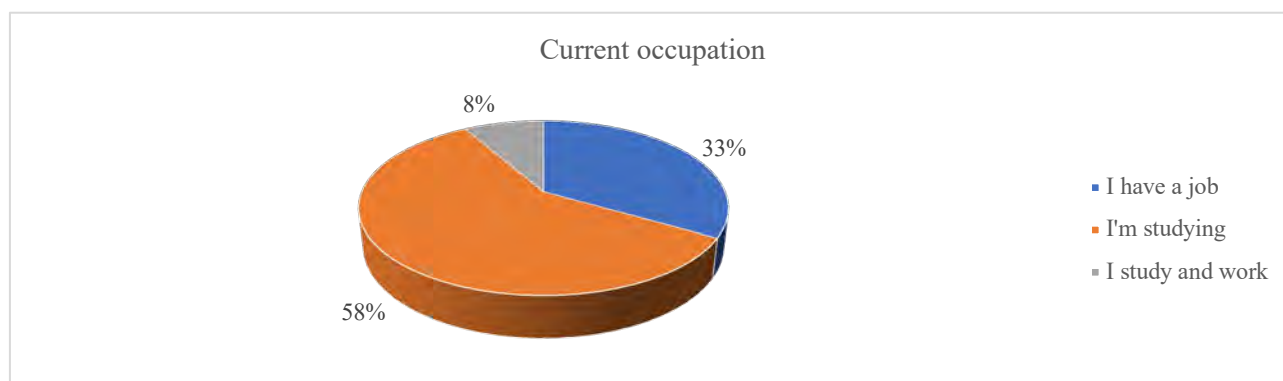
With regard to **housing**, a crucial aspect for youngsters who have spent practically their whole lives in residential care, 42% still live in a reception centre, while 25% live in a residence. Those living in independent housing make up 33% of the total, divided into 25% renting on their own and 8% renting with housemates.



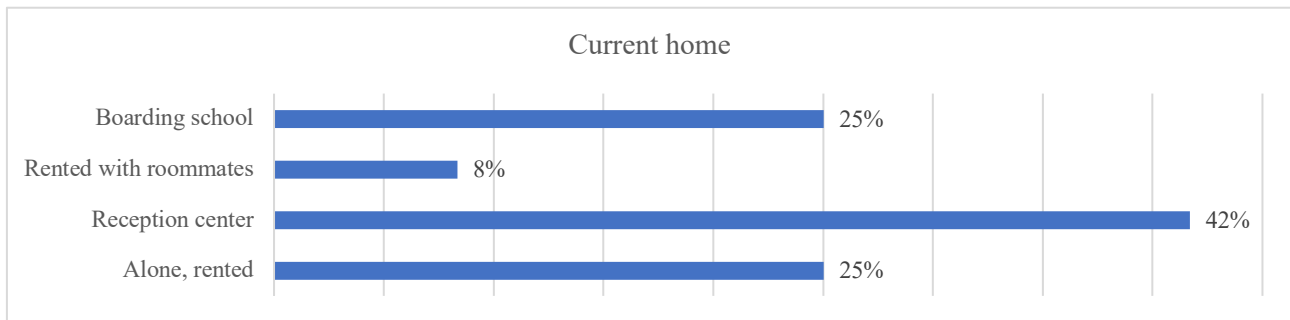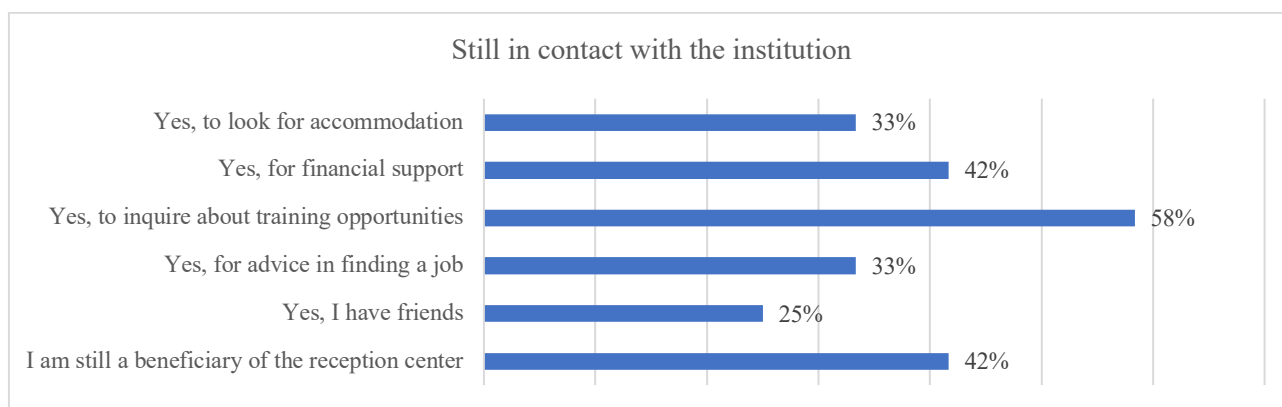The degree of **satisfaction regarding services** provided by the service centre was **high on average**, although **differences were noted** for single services. The most popular service offered was vocational training, with a positive view given in 92% of cases (very useful for 58% and useful for 33% of those interviewed). This figure can be explained by the fact that vocational training is, of course, one of the main keys to enter a restricted and limited labour market resulting from the economic situation described in the introductory chapters; in this framework, it is worth to take into account that outgoing minors cannot rely on family systems and/or networks able to assure, on the one hand, material support in the period between the end of studies and the starting of the first work experience, on the other hand, to actually facilitate the search for employment through the system of relationships, also of informal kind.

Concerning the other services, the ones that received a less good, but still positive judgement they were psychological support and search for accommodation, which both received a 67% satisfaction rating. However, support in searching for accommodation was also the only service to have obtained a very negative judgement from 8% of those interviewed. The graph below gives an overview of single services provided by the two centres.
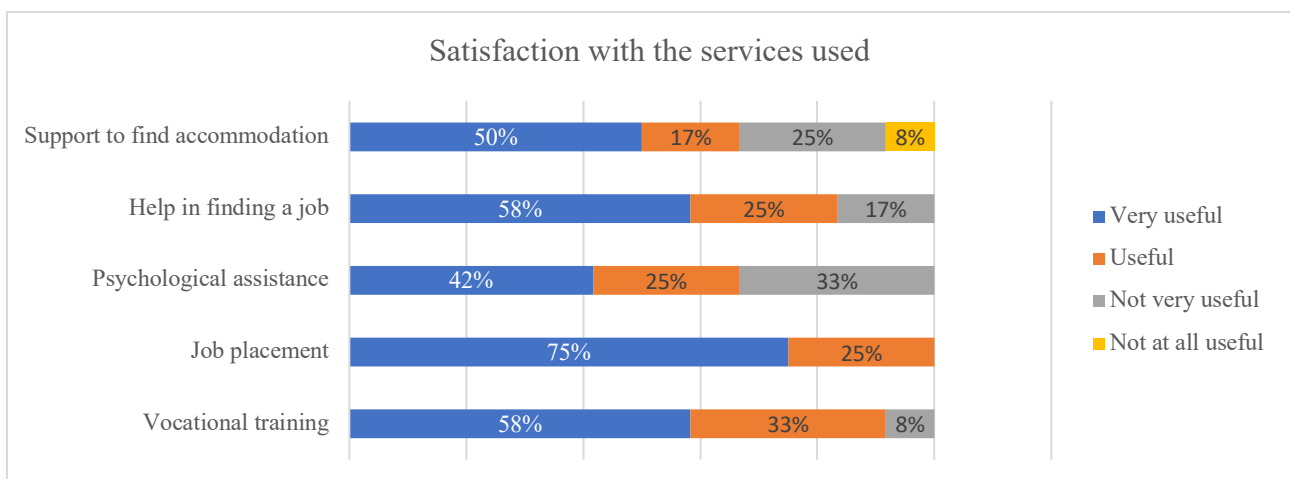


Finally, an interesting value was recorded for youngsters **remaining in touch** with their residential care structure. Indeed, all those interviewed have remained in touch, for sundry reasons, with the care structure they have lived in for most of their lives.

**Still in contact with the institution**

| | |
|---|---|
| Yes, to look for accommodation | 33% |
| Yes, for financial support | 42% |
| Yes, to inquire about training opportunities | 58% |
| Yes, for advice in finding a job | 33% |
| Yes, I have friends | 25% |
| I am still a beneficiary of the reception center | 42% |

These results merit further consideration. While the satisfaction level for services offered by the service centre is high (or very high) on average, there is still quite a clear tendency for youngsters to consider their residential care structure as a fundamental **point of reference**, in terms of friendships and above all problem solving. Interviewed youngsters that used the service centre gave a generally positive judgement on its services, yet they are **still seeking solutions** to the fundamental aspects of their lives, especially somewhere to live, vocational training and finding a job.

In the same way as for service activities aimed at disabled children, the extremely short lifespan of the project (two years) can in no way be seen as adequate for the care leaving process, which naturally requires **longer** to construct or reconstruct a person's identity, including a network of personal ties and more material and organisational aspects of day-to-day life.

Although these figures are indicative of trends and not a picture of the real situation, we cannot fail to note that in terms of housing only 33% of those interviewed had become **independent** from the care structure in which they had lived or from other forms of reception, and only 33% had completed studies and were focusing on work.

Apart from the wide gap between what the project had proposed to do in terms of the number of care leavers to be reached (1,000) and those actually helped (269), the effectiveness of activities performed appears to be **low**, from the fact that the deinstitutionalisation process appears to be largely incomplete, regarding fundamental aspects of daily life such as finding a place to live and finding a job.

### 5.3.4 Training for CSO personnel

The project proposed **2 training courses** (Activity A1.2) on the subjects of *lobbying* and social communication respectively, in order to strengthen the skills of 35 CSO workers and of the National Collective CDEPF. Training was held, for the *lobbying* course, from 25 to 27 October 2016, with 32 participants, and for the social communication course from 28 to 30 November 2016, involving project partners and Moroccan CSOs, with 28 participants, some of whom had attended the first course. In actual fact, there is a degree of uncertainty about the actual number of participants in these two training courses. Consulted documents and interviews appear to show that the number of participants was estimated from attendance registers, which also included the names of instructors and, probably, technical support staff.

Training activities **overlapped** partially with the complementary Ai.Bi. project in Morocco, funded by the European Union, which made available an international trainer and a local trainer.

As already mentioned, **questionnaires** were not given out **to** participants before and after training to gauge initial and acquired skills, but we can say that of the 46 persons trained by the project, only 10 persons have remained in contact with the implementing NGOs. This made it practically

impossible to use the online questionnaire that had been prepared for the present evaluation. Only 5 persons replied to the questions, and even though this was a large percentage of the 10 persons remaining in touch with their organisations it was not enough to allow a quantitative analysis of the information obtained. With regard to the other 36 trained persons, we have no news of 25 of them, while the other 11 no longer work for the CSOs they were with at the time of training.

Of the 5 persons that replied to the questionnaire, 3 are presidents (a paid office in two cases) in their respective associations, while the other two are salaried and project managers. The 5 persons interviewed work full time in their associations. They are thus persons who have - and presumably had at the time training was given - **a high level of responsibility** within their organisations.

Therefore, if at least half the 10 persons given training that stayed on with their organisations are actually the heads of these organisations, or in any case occupy management positions, and if (presumably) at least some - if not all - of the 5 remaining persons have similar roles, then the training in question **was absolutely ineffective** in respect of its original objectives.

This is not about impact, which will be examined further on, but rather the effectiveness of the initiative. A training initiative aimed at members of an organisation has the main aim – the only aim we might say - of strengthening the skills of individuals who will then put them at the disposal of the same organisation. If trained individuals then proceed to take a different path, even leaving the association movement, this means that the investments made in terms of human and financial resources to provide such training are **undermined** and indeed rendered vain.

It is important to ask questions about the reasons for such an undoubted failure. Unfortunately, just as for the poor results obtained by the project for activities centring on children, especially the ratio of planned to completed activities, the documents analysed by the evaluation team **do not offer any sort of analysis**, either critical or even simply descriptive, about the reasons for this failure.

The real question that needs to be asked here is how to gauge the effectiveness of a training initiative aimed at the personnel of civil society organisations. To be effective, it is not enough to say that the two planned training courses were completed, since effectiveness is also measured according to the **purpose** and logic behind the training initiatives.

The purpose of the training in question, indeed, was to improve not so much the individuals involved **as the organisations**. So when one considers the effectiveness of training, classroom participation is but the first step in a **much longer process**, part of which consists of passing on to the rest of the organisation, or to a part of it, the contents of the training activity. Then there is the practical application of training through the use of learned notions in the organisation's operating procedures.

If we take a superficial view in ascertaining whether training was undertaken, the project may paradoxically be said to have kept its promises. From a financial standpoint, resources were actually spent for the activities they were allotted to. There remain some doubts, however, about the effect of overlaps, including financial effects, with the "twin" Ai.Bi. project funded by the European Union. Checks on financial aspects and on the possible overlapping, or even mixing, of the budgets of different donors for a single activity naturally **do not fall** within the remit given to the evaluation team.

So from our particular point of view, we must stress that those responsible for the project forgot that training is an **instrument, not an end in itself**. Training had to be undertaken to strengthen beneficiary organisations. Without doubt, this did not happen. Consequently, judgement on the effectiveness of training activities can only be **extremely negative**.

As already stated, someone within the project should have been able to raise the question of why this part of the project was such an evident failure. To help with this reflection, which we hope will take place within the promoting organisations to ensure that such failures are not repeated in the future, we have singled out four aspects that **had a strong bearing** on the effectiveness of training activities.

The first relates to the **lack of tests on** participants' skill levels before and after training. Any training initiative has to be adapted to the actual skills possessed by participants, which naturally differ from person to person, otherwise training contents may prove to be inadequate for actual life situations. Post-training tests are also crucial, because without testing which skills have been acquired, it is not possible to know whether training was effective, and thus useful.

The second aspect relates to the fact that the project viewed training as an end in itself and not as an instrument and part of a much broader process. In short, the project took a dangerously **reductionist** approach when conceiving the training process, which instead of producing a change in perception and skills amounted to a number of hours spent in a classroom. The project therefore did not see that training is first and foremost a process that involves the return of the trained person to his/her organisation and the application of learned notions to everyday practice.

The third aspect relates to the **choice of participants**. This is probably the most important point that resulted in the failure of training activity. Those chosen by their organisation to take part in training courses must have some traits that guarantee their participation in the entire process, applying the notions learned to the operating procedures of the organisation. In other words, those who receive training do not do so for individual advancement, but are **always designated** by the organisation that will receive a benefit from it. This is a veritable **investment** that the organisation must undertake. It is clear in this sense that the persons to receive training were not designated in a correct and well-thought-out manner. It should be remembered however that training organisers usually draw up a precise profile of potential participants, in other words a set of traits that the participant must possess for the training process to be a success. From analysed documents it does not appear that such a profile was drawn up, or that organisations were helped to designate participants. As a result, these were not suited to the task assigned to them.

Finally, there was probably a problem in **choosing the subject areas** of the training courses. The topics of *lobbying* and social communication might not, indeed, have been the best subjects to get participants excited. This is naturally only conjecture, yet it is founded on what is considered normal by association training specialists. The subjects chosen, indeed, are usually studied in the training sphere only for very sound and well-structured organisations that have already overcome a number of obstacles and difficulties, and that possess at least two properties: they are homogeneous, and have already had experience with the issues tackled by the project.

In the case of **social communication**, for instance, the question of communication techniques can be tackled only when the organisation knows what it has to communicate, in other words the contents of communication. These contents are closely tied up with the more general question of the organisation's identity, in turn closely bound to the definition of its mission and vocation, namely the reasons for its establishment and the reasons for its actions in the external setting. It is only when all members - from heads and managers to simple members and those working as volunteers - are very clear in their heads about the organisation's "main aims", and when the **identity profile** is fully formed, that the questions of communication are not only desirable but also necessary. It is fair in this regard to ask whether all the organisations that designated representatives to take part in training on social communication possess such traits and, above all, whether the **minimum conditions** were met to ensure the effectiveness of such activities.

With regard to *lobbying*, many observers and experts of association movements, including the undersigned, hold that this topic should not be the subject of training activity at all, since *lobbying* **is an action that cannot be taught**. There is thus a practical dimension to this topic, directly connected to practices that are in turn dependent on the specific conditions at a given time of a particular context. This is something that training cannot hope to transmit in a few hours of classroom teaching. The question of technique may certainly play a part, yet it can only be treated by organisations exchanging ideas about their experiences, not in a classroom setting. This does not appear to be the case with the project under review. So in this case too, like that of social communication, the topic of *lobbying* might not have been the best choice for strengthening the action of organisations to which trainees belonged.

In light of the **modest results obtained**, it would probably have been better to choose other topics for training, such as the role of associations, which would have been very appropriate in view of the loss of a large number of persons from their respective organisations. Or perhaps it would have been more useful to look at the question of multi-actor dialogue, in view of the wide range of actors involved in the question of child abandonment. Or perhaps more simply, the topic of monitoring and evaluation systems should have been covered, seeing that the project was totally devoid of such instruments.

In conclusion, the effectiveness of training activities proved to be **extremely poor**. We should stress here that the comments made about the four aspects that contributed to this poor showing refer to errors that are commonly made by many civil society organisations. This should not be an excuse however for the project, which should have been able to reflect more deeply about the "preconditions" and feasibility of some project activities, naturally starting with training activities aimed at CSOs. The absence of a monitoring and evaluation system certainly did not help promoting organisations to turn good intentions into effective activities.

## 5.3.5 Service charters

The drafting of **Service Charters** with reference to single mothers and *care leavers* (Activity A2.5) saw the involvement of project partners and other associations belonging to the CDEPF working domestically on the issues tackled by the intervention. The *Carte de Services Médico-sociaux et éducatifs pour les enfants et les jeunes en situation d'handicap de la province de Skhirat (Temara),* was drafted as part of the project *« Création d'un service d'accompagnement, de formation, d'information, et de réseautage pour la promotion de la prise en charge précoce des enfants handicapés à la province de Skhirat (Temara)»*, funded by the EU. In fact, as specified by the managers of the three promoting NGOs, this Charter, which had been produced and printed in a previous project, was updated as mentioned in the preface and reprinted as part of the project "*Tous autour de l'enfance*".

At the end of the project a total of **1,490 Service Charters** were distributed to different beneficiary groups: 290 for disabled youngsters, 780 for single mothers and 420 for *care leavers*.

The final versions of the Service Charters were presented during the project's concluding conference. The electronic and paper-based versions were distributed to the various associations so that they could pass them out to the respective target groups. It appears from interviews however that the Service Charters were not distributed effectively, and **failed to reach** the project's final beneficiaries. The Charters, for instance, were not distributed through the network that was accessible to all actors, and were not adequately distributed to the offices and service centres responsible for protecting and promoting the rights of these categories.

This information is corroborated by answers given in the questionnaires: 93% of single mothers interviewed **had no knowledge** about the existence of the service centre before they used it, even though most of them used the services mainly towards the latter end of the project.

Knowledge of the service centre before accessing it

7%

■ Yes
■ No

93%
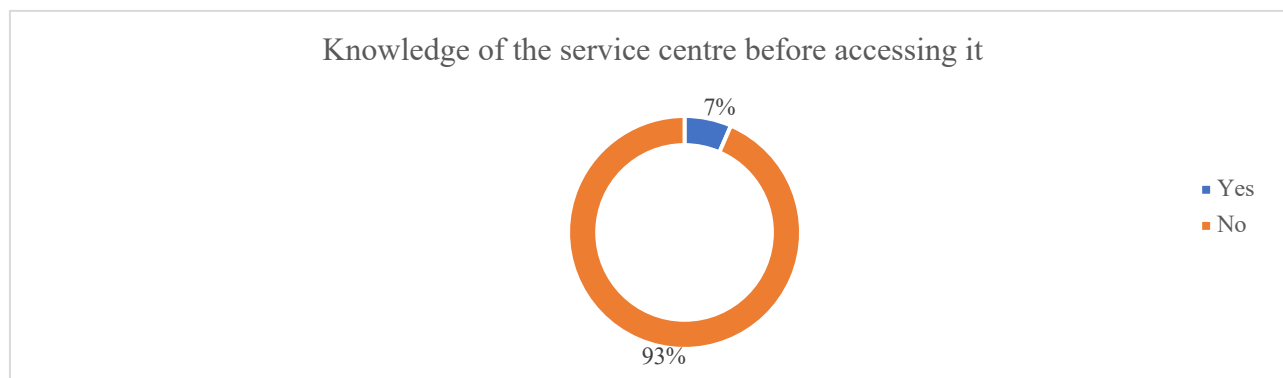
Most of the helped women, indeed, even at the conclusion of the project, during the course of 2018, learned about the existence of the service centres from "hearsay" or directly from social services or in hospital.

*5.3.6 The Platform*

The project helped to create and/or reinforce forms of dialogue and cooperation between institutions and associations working on topics tackled by the project. This was an action **that had begun before the start of the project**, with the establishment of the National Collective in 2013, subsequently strengthened thanks to European Union funding and the creation of the Platform into which – in October 2017 - a part of the National Collective was moved, and which continues to operate today thanks to further funding from the EU.

It appears **difficult** to attribute any contribution made to the project "*Tous autour de l'enfance*" to the Platform, bearing in mind the gradual federative process over time and the overlapping of contributions from sundry donors towards the same initiative.

*5.3.7 Research*

Despite the importance of data contained in the research conducted (Activity A1.1 and A1.3) as part of the project[30] (a number of sources state that in Morocco information and data are "golden", since Moroccan authorities are very reluctant to provide them), if one types in the title of the research in a Google search, «*Familles vulnérables, enfants en institution. Rapport sur la discrimination des femmes et des enfants au Maroc*», no results appear.

**Three considerations** should be made here about the research. The first relates to the **limited participation of institutions** working in favour of single mothers and of reception centres belonging to the "*Collectif pour le Droit des Enfants à la Protection Familiale* - CDEPF". Indeed, only 4 institutions and 5 reception centres were involved. Despite the limited number, it should be noted that these institutions and reception centres are distributed quite evenly over the country.

The second consideration relates to the **very small number of** children/youngsters and single mothers involved in the research. With regard to minors, 5 focus groups were organised for a total of 46 children/youngsters interviewed, aged between 7 and 18, while a total of 36 single mothers

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[30] The research was carried out by the experts Concepción Badillo and Naima Hajji in collaboration with CDEPF - Collectif pour le Droit des Enfants à la Protection Familiale and the Association Ai.Bi. Morocco

were involved in the research, in 4 focus groups. In both cases, and in particular for single mothers, the number of persons involved appears to be too small.

The third consideration relates to the **dissemination** of the research. Despite the above-mentioned limitations, this research should have been a crucial contribution to understanding the phenomenon to which the intervention refers. A greater dissemination of its results would have contributed to a greater knowledge about the issues under discussion, and painted a picture of the situation, which associations and institutions working in the sector could use to exchange information and experiences.
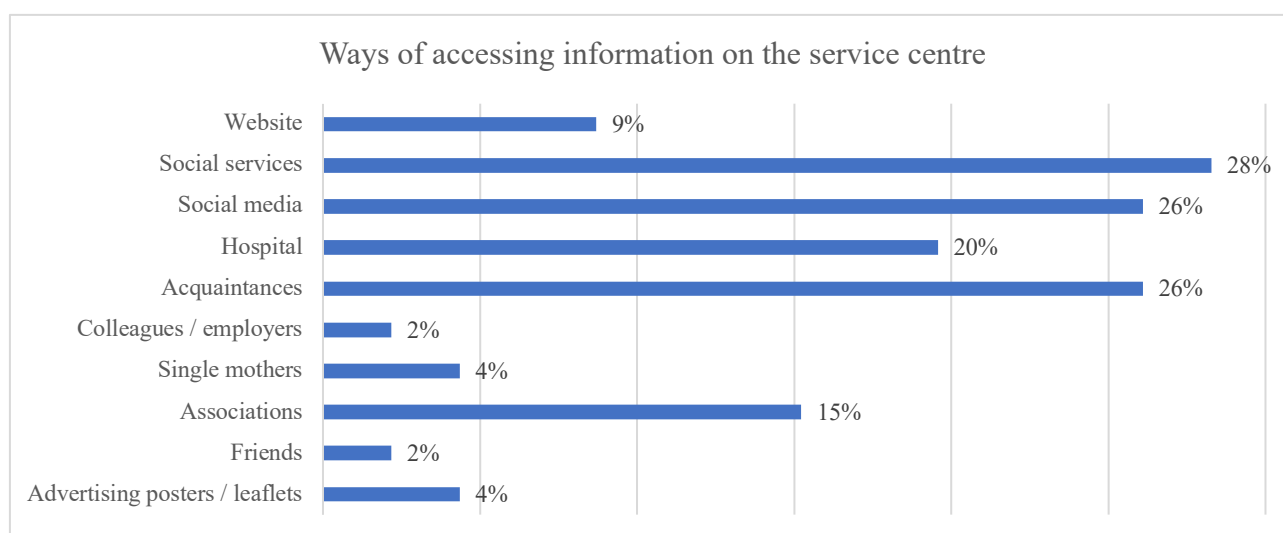
It would have been interesting, for instance, to conduct a survey, or add a part to the same research, at the end of the project to simply describe, rather than evaluate, the **progress made and changes** produced by the project. By calling the initiative a "pilot" project, which in reality was not the case for the reasons given in this report, it would at least have been necessary to make some considerations about experimental activity carried out in light of the setting described in the first research.

### 5.3.8 The website

Another element to consider is the creation of the **website** (Activity A3.1). This site (http://enfancemaroc.org/?page_id=35), created as part of the project and put online on 23 May 2017 on the occasion of the press conference to launch the project's media campaign, is still working, but has not been updated, having been moved to the website http://www.plateformecdemaroc.com/ of the EU project «*PLATEFORME CDE : Projet de création d'une Plateforme Nationale pour le développement, la mise en œuvre et le suivi des politiques publiques en matière d'enfance, dans le respect de la CDE*».

The Platform of the EU project - and relative website - was created in June 2017 and launched in a conference in October 2017, one month prior to the concluding conference of the intervention to which this evaluation refers. The website http://enfancemaroc.org/?page_id=35, financed by Italian Cooperation, thus **lasted just 4 months**. The few materials that had been uploaded can longer be downloaded or consulted.

In short, in terms of effectiveness, the performance of website activities may be said to be **very poor**, not just for the reasons given above but above all for not having served its purpose. Indeed, project activities were not suitably or effectively publicised, for instance only a few single mothers were made aware of the activities of service centres aimed at them through the website, as the graph below shows.



Ways of accessing information on the service centre

| Category | Percentage |
|---|---|
| Website | 9% |
| Social services | 28% |
| Social media | 26% |
| Hospital | 20% |
| Acquaintances | 26% |
| Colleagues / employers | 2% |
| Single mothers | 4% |
| Associations | 15% |
| Friends | 2% |
| Advertising posters / leaflets | 4% |

In the framework of the initiative, communication, included the ad hoc campaigns, and public awareness rising (activity A3.2 and A3.3) were promoted through:

- The staging of 3 events: a. project launch conference; b. press conference to launch the awareness-building and public dissemination campaign; c. closing ceremony.
- Conception, production and dissemination of information kits, radio and social network ads and mass-media awareness-building campaigns:
  o as part of the initiative 1,000 information kits were made and distributed, including bags and T-shirts on the awareness-building campaign;
  o there was 1 radio appearance (radio SNRT in July 2017) and 2 TV appearances (2M and SNRT), one of which an interview with the project head on 17/05/16, and 1 appearance in the evening TV news at the time of the project launch conference;
  o an information and awareness-building campaign centring on the issues tackled by the project was conducted. The campaign, called "BINCOM" (in Arabic = BETWEEN US) with the relative slogan LA VIE D'UN ENFANT N'EST PAS UN JEU (a child's life is not a game), disseminated through the Internet and the use of produced materials, consisted of an ad in French and 10 video-testimonials in Arabic with 10 well-known Moroccan personalities. The campaign was disseminated entirely via the Internet and the most popular Social Media (YouTube, Facebook, Twitter), as well as the National Collective website. A number of press articles were also written for the campaign, published in publications such as "Femmes du Maroc" and "Huffpostmaghreb";
  o according to the project's final report, the campaign's ad and videos had been viewed more than 20,000 times by the end of the project (on YouTube + Facebook), while National Collective's Facebook page was followed by about 1,450 regular fans, and had about 1,280 interactions every week. The page saw an increase in the number of *followers* of more than 1,000 regular fans since the start of the project. At the time of drafting this report, the Facebook page was no longer being updated.
- Drafting and distribution of the research called "*Familles vulnérables, enfants en institution. Rapport sur la discrimination des femmes et des enfants au Maroc*" and of the recommendations contained therein, to be incorporated in the Child Protection Integrated Public Policy. The research and its recommendations were presented at the National Press Conference organised in Rabat on 23 May 2017, for the launch of the awareness-building campaign. The report was distributed to all those in attendance, including: media, national institutions (Ministry for the Family, Entraide Nationale, etc.), representatives of civil society and international (UNICEF, ONUFEMMES and PNUD) and national organisations (CNDH and DIDH).
- The publication of documentation on the various aspects of the initiative on various Websites.
- The definition and distribution of 3 service charters. At the end of the project 1,490 copies of service charters were distributed, divided among the various beneficiary types: 290 for disabled youngsters, 780 for single mothers and 420 for *care leavers*. In greater detail:
  o Carte des Services pour les jeunes en sortie des institutions dans les villes de Casablanca et Meknes;
  o Carte de Services Médico-sociaux et éducatifs pour les enfants et les jeunes en situation d'handicap de la province de Skhirat (Temara): this activity was actually performed as part of the project «Création d'un service d'accompagnement, de formation, d'information, et de résautage pour la promotion de la prise en charge précoce des enfants handicapés dans la province de Skhirat (Temara)», funded by the EU;
  o Carte des Services pour les mères cheffes de familles monoparentales dans les villes de Casablanca, Tanger et Marrakech.

- Conception, activation and maintenance of a National Online Platform.

## 5.4 Efficiency

EVALUATION QUESTION: TO WHAT EXTENT WAS THE PERFORMANCE OF THE INTERVENTION, CORRECTLY DEPLOYING RESOURCES, CONSISTENT WITH BUDGET FORECASTS?

In general the project appeared to be reasonably efficient, but this judgement is strongly affected by the overlaps between similar projects funded by different donors.

The initiative did not undergo **any delays**, and was completed within the set deadline. This promptness was no doubt helped by the clear division of roles and the experience acquired in past National Collective initiatives, in which most of the associations involved in the project had participated.

Each partner played an active role in the project rollout, with specific responsibilities and roles for the performance of project activities and attainment of given results. These responsibilities were formalised in a number of operational partnership agreements. Coordination among the various associations involved **worked well**, and did not result in conflicting situations, barring the decision in 2017 to exclude from the project an orphanage, "Centre Lalla Meriem" based in Rabat (Services for families and disabled children), which was not a project partner but rather a beneficiary, due to a form of collaboration viewed by heads of the proposed intervention to be non-productive, due to a divergence of views about which approach to adopt.

From interviews conducted with the representatives of implementing NGOs, it emerged that networking among the various associations was and continues to be the real **strength** of the initiative.

Upon the conclusion of the initiative a **slight rise** in costs was recorded. Compared with the initial budget (€ 527,726.08), total reported expenses came to € 529,752.61. During the first year a total of € 211,742.33 was spent, compared with the estimate of € 254,248.96, a difference of € 42,506.63. The second year of activity had a budget of € 273,477.12 which, added to the sum left over from the first year, produced a total budget of € 315,983.75. Reported costs in the second year totalled € 318,010.28.

The sum allocated to the project was due to have been paid out in **two instalments**, the first at the start of the project and the second at the end of the first year, once the first statement had been presented. This happened in February 2017. The second instalment however was only paid out at the end of the project, on 19.12.2017. The reasons for the delay are attributable to both the AICS (which was overwhelmed with statements, leading to inevitable delays, staff busy working on other Agency activities, the reorganisation of offices following the Agency's creation, transfer to another disbursing body, and so on), and to the lead partner (which took a long time to respond to amendment requests from the donor). This delay did not result in any particular criticalities, since the lead partner managed to complete activities and disburse the relative funding to its partners.

Budgets for expenses and the use of human and financial resources **were not fully respected**: there were some discrepancies between estimates and final costs, but this did not impact on the performance of planned activities. This was made possible in part by the request for a non-onerous variant submitted to the AICS during the first year, relating in particular to the re-allocation of costs for human resources engaged in the project.

Generally speaking, the resources made available for the project proved to be **adequate**, although it should be noted that some activities, such as help given to care leavers, were quantitatively well down on planned levels (269 youngsters helped compared with a target of 1,000), furthermore the

situation regarding the use of resources does not appear to be clear due to the project overlapping with similar or "twin" initiatives financed by donors other than the same organisations over the same period of time.

Based on the analysis of documentation and interviews with key informants (AiBi, Soleterre and OVCI representatives, etc.) we have pinpointed some elements that have **limited the efficiency** of the project and had a direct bearing on its effectiveness. These include:

- The fact that the project was implemented in tandem with the EU project already mentioned and the involvement of the same local partners, entailing not only the creation of the CDE Platform alongside many of the associations already forming part of the National Collective - established as an informal group in 2013 and strengthened by the project under review - but also other similar actions (training to improve CSOs, creation or a website/platform, creation of experimental local services for the social integration of deinstitutionalised minors, definition of a National Action Plan);
- The fact that the majority of workers trained by the project no longer work with the CSOs at which the training was aimed, and one association is no longer working in Morocco;
- The fact that although the website/platform (http://enfancemaroc.org/?page_id=35) created by the project and published in May 2017 is still operational, it has not been updated, since it has been merged with the website http://www.plateformecdemaroc.com/ of the EU project. The website financed by Italian Cooperation thus "actually" lasted (published and updated) for just 4 months. The Platform created by the EU project continues to exist thanks to credit lines made available by Ai.Bi. and other Platform members thanks to the contributions made by other EU projects/funds.

The above elements**, taken together, significantly reduced the degree of efficiency** of the project (as well as its effectiveness, which had an inevitable impact on its sustainability). The current Platform indeed (with its 28 members and website), still operational, would have existed in any case without the help of Italian Cooperation.

## 5.5 Sustainability

EVALUATION QUESTION: TO WHAT EXTENT DO RESULTS CONTINUE TO BE ACHIEVED AFTER ITS CONCLUSION? TO WHAT EXTENT DID THE INITIATIVE FOSTER THE ACTIVATION OF MECHANISMS TO MOBILISE RESOURCES AND KEY ACTORS CAPABLE OF GUARANTEEING FURTHER RESULTS OVER TIME?

The judgement on the project's sustainability can but emphasise critical weaknesses.

Planned activities listed in the funding document that might have been able to help with the initiative's sustainability and attainment of results, were basically related to the following:

- The strengthening in the educational skills of CSO and National Collective CDEPF workers on the topics of *lobbying* and social communication. Almost all the personnel of CSOs given training within the Project appear to have left their organisations or are untraceable;
- The creation and activation of an online National Platform as a social communication and promotion tool, providing information and building awareness about topics promoted by the project directly managed by the National Collective. This action is closely tied up with the previous point, and although the online Platform continues to exist, it has been merged with the Platform of the project funded by the EU;
- The operational intervention designed to start up/try out and expand local neighbourhood services specially aimed at project beneficiaries capable of integrating with and reinforcing the local supply of social services. In short, the trials of new service centres did not work because at the end of the project these centres no longer provided any type of service.

This set of integrated and complementary actions set out to **consolidate and strengthen** the operations and representativeness of the National Collective within the country's institutions, so as to ensure the continuity of actions performed even after the conclusion of the project.

However, **the lack of specific measures** to ensure the sustainability of single actions meant that these actions **ceased** after the project's conclusion. In this sense, it would have probably been desirable to involve since the beginning of the intervention, public and private actors able to ensure the continuity of the different actions on the territory, especially those devoted to vulnerable groups categories.

The initiative was thus marked by the **lack of a clear-cut sustainability strategy** that might have allowed actions and their results to carry on after the end of the project. This shortcoming led to concrete difficulties regarding the operation of the created system.

Questions naturally remain **uncertain** regarding the ability of associations to carry on the process/system in the long run. There are some positive aspects relating to sustainability, however as already mentioned for other evaluation criteria, these are not attributable solely to the financing provided by Italian Cooperation and to the project rolled out, but rather to the set of actions performed, which have tended to raise the level of sustainability, namely:

- In the period in which the initiative was undertaken, similar initiatives were carried out, while others followed on, with other domestic and international donors mobilising resources. An example is the ongoing CBR project funded by the EU, which has been replicated and extended in 4 regions of Morocco, and the contract entered into by Ai.Bi. with the Moroccan Ministry for Solidarity, Family, Women and Social Development for the reception and work placement of *care leavers*;
- The Platform, with which a part of the National Collective has merged, has become an integral part of the ordinary actions of its member associations. It is however important to see how this network will evolve over time. Keeping actions going is indeed dependent on the existence of external funding instruments.

Finally, as already mentioned, the general sustainability of the project suffered from the **absence of an *exit strategy***. This shortcoming tends to be a problem for all development cooperation projects and interventions, but in the case in point is even more relevant due to the particularly delicate issues tackled by the evaluated project and to the vulnerable categories that make up its main target. Failure to plan for the period after the conclusion of the project and to offer a concrete response to the expectations of persons belonging to vulnerable categories such as disabled children and their families, single mothers and institutionalised minors, may lead to, and in practice has led to, a feeling of frustration and a real sense of disappointment, making the possibility of change seem further away. This is inconsistent with the aims of a cooperation project.

## 5.6 Impact

EVALUATION QUESTION: WHICH POSITIVE AND NEGATIVE EFFECTS, BOTH EXPECTED AND UNEXPECTED, DID THE INTERVENTION HAVE ON THE RECOGNITION AND SAFEGUARDING OF THE RIGHTS OF SINGLE MOTHERS, CHILDREN LACKING FAMILY SUPPORT AND DISABLED CHILDREN IN MOROCCO?

Bearing in mind the difficulty in making out what the project "*Tous autour de l'enfance*" had an effect on due to the overlapping of many initiatives centring on the same or similar subjects, with funding granted by other cooperation agencies and Moroccan government agencies to the same organisations over the same period, the project's impact on the recognition of rights of vulnerable categories appears to be generally quite modest. Looking also at the theory of change with reference to the formulation of the project, the results obtained were below expectations and hopes, in both quantitative and qualitative terms.

Just as for effectiveness, it is quite **difficult** to evaluate the impact of the initiative under review for a number of reasons:

- The lack of initial figures (baseline) and the difficulty of identifying comparable situations: no baseline was defined at the start of the initiative. Moreover, the data given in project documents are of little significance in respect of the initiative and its impact;
- the lack of in-depth data: data in the possession of the actors involved related above all to activities performed and the number of direct beneficiaries;
- The difficulty in reaching those persons that were really impacted by the project, above all CSO workers and some service centres and persons reached by the information and awareness-building campaign;
- The absence of an internal monitoring and self-evaluation system based on objectively verifiable indicators. The only signs of monitoring came in the form of some reports describing, in purely administrative terms, activities planned and activities carried out, but without any commentary and any data on the project aims achieved through these activities;
- The vast and complicated background to the project, the type of beneficiaries and range of actions having different aims (research-action, training, start-up and strengthening of service centres and relative service charters; creation of a website, communication campaign, etc.).

The most important factor however is the fact that in the same period the lead partner and other partners were busy rolling out other projects, having very similar aims, and with some local associations: it has indeed proved **impossible to separate the impacts** of different initiatives having very similar characteristics **with any degree of certainty**.

In short, considering the above elements, it is very difficult to state whether or not the project has actually had any impact. Some "positive effects" can undoubtedly be seen, even though these positive aspects cannot be attributed solely to the intervention under review, but rather to the **set of initiatives and actions** carried out thanks to the contributions of several donors (European Union, Friuli-Venezia Giulia region, Social Development Agency, Italian Cooperation). In actual fact, there is no real element that can point to a pilot and experimental project (this is rather a duplication of actions already realised in many cases since several years) actually having had an impact, if one considers the project singly and not as part of a broader set of similar initiatives.

In conclusion, it may be stated that the initiative **contributed to** – yet did not itself generate – the following impacts:

- a direct and immediate local impact, in the short term, in terms of an improvement in the quality of life of disabled youngsters; this improvement was temporary however, since when the project concluded families and their disabled children returned to a state of almost total isolation and solitude they were in before the project got under way, except for the involvement – to be considered as a best practice – of young volunteers from the local neighbourhood who assisted disabled children/adolescents. This activity carried on partially after the conclusion of the project;
- the affirmation of the CBR strategy, which in 2018 received further funding from the European Union: the project "Youngsters as a pillar of inclusive development in Morocco", submitted by OVCI and the Moroccan CBR National Network, with the start-up and monitoring of 8 CBR programmes in four Regions of Morocco;
- a direct impact on improving access to support services for single mothers, limited to the service centres of Casablanca and, in particular, Tangier, which in any case existed before the start of the project and continue to be operational thanks in part to the boost provided by the project; the impact on the other two service centres aimed at single mothers is on the

other hand almost negligible for the Meknes centre, and completely negligible for that in Fez, which ceased all activities when the project came to an end;

- a weak impact in respect of activities to create service centres for institutionalised minors leaving care, firstly because the majority of these youngsters did not solve their problems, and secondly because, in this case too, activities slowed down or actually stopped when the project concluded;
- a less direct impact, and above all a medium/long-term economic impact, namely the mobilisation of resources by the Ministry for Solidarity, the Family, Women and Social Development to standardise methods for the reception and socio-economic placement of *care leavers* as applied by Ai.Bi.;
- no impact in the case of training activities, since only 10 of the 46 persons given training (as already mentioned, we have no real idea of the actual number of trainees because the documents consulted contain only attendance registers, which include trainers and, probably, technical assistance and logistical staff) carried on working with their organisations or more generally within Morocco's association movement; if the aim of training initiatives was to strengthen civil society organisations, then the activities in question should be seen as a failure;
- an undoubted impact of the federative strategy pursued with the creation of the Platform not due to the strategy itself but the fact that this operation was supported and also funded by other donors, in particular by the European Union, and this would have been possible even without the intervention of Italian Cooperation. Coordination among Moroccan civil society and international organisations with a presence in the country is fully operational, and is undoubtedly an important step forward in terms of the effectiveness of their action, however it would be stretching things to attribute this result to the impact of the project funded by Italian Cooperation;
- a good media impact, in all likelihood facilitated by the favourable state of public opinion, grown more alert to issues relating to the rights of women, children and disabled children. Without considering the overlapping of projects and donors, this impact related almost solely to children's rights and only partially to the rights of disabled children, and practically did not touch women's rights.

## 5.7 Visibility

EVALUATION QUESTION: TO WHAT EXTENT WAS THE INITIATIVE ACCOMPANIED BY COMMUNICATION ACTION TO PROMOTE THE PROJECT'S AIMS AND THE VISIBILITY OF ITALIAN COOPERATION?

Communication undertaken to promote the project's aims was good on average, although there remained the problem of the overlapping of different initiatives, which sometimes caused confusion; actions to raise the visibility of Italian Cooperation were quite poor.

With respect to the additional visibility criterion, the different actions have been analysed with special attention to those concerning public and institutional communication. In particular:

- For the staging of 3 events the Italian Cooperation logo was present on a number of materials produced, including banners. Videos were produced for the conference launching the campaign and the project closing ceremony, but the Italian Cooperation logo was visible only in the closing event video, while in the video launching the campaign only the logo of the campaign slogan and of the National Collective could be seen.
- Concerning the information kits, radio and social network ads and mass-media awareness-building campaigns:
  - 1,000 information kits on the awareness-building campaign only showed the campaign logo and National Collective logo, not that of Italian Cooperation;

    o  for the information and awareness-building campaign centring on the issues tackled by the project called "BINCOM", the ad in French shows the Cooperazione Italian logo, while the 10 video-testimonials in Arabic with 10 well-known Moroccan personalities, clearly show the campaign logo and that of National Collective but not that of Italian Cooperation. In the several press articles written in the framework of the campaign, published in several newspapers it was stressed that the project had received the contribution of Italian Cooperation.

- Concerning the survey carried out in the framework of the project, the front cover of the report clearly shows the logos of Italian Cooperation, National Collective and the project.
- As for the 3 service charters the ones relating to children and women show the Italian Cooperation and project logos, while the charter for disabled persons shows the logos of the funding bodies and not that of Italian Cooperation.
- Finally, concerning the National Collective website the Italian Cooperation's contribution is cited on the homepage with the words (no logo): "Le présent site-web a été réalisé grâce à un financement de l'Agence Italienne pour la Coopération au Développement, dans le cadre du projet AID 010593/AIBI/MAR «*Tous autour de l'enfance*».

We may generally state, further to the above, that the initiative under review undoubtedly gave **great visibility** to the information and awareness-building campaign and to the National Collective, even though the latter might be said to no longer "exist". The respective logos appear in most of the produced materials (videos, banners, *roll-ups*, bags, T-shirts, etc.). The same cannot be argued if one considers the visibility of Italian Cooperation, although the logo was included in official project documentation and on materials used during events (banners, roll-ups, folders, etc.). Indeed, the Italian Cooperation logo is **practically non-existent** in the videos and materials produced for the campaign. This was undoubtedly a missed opportunity if one considers the fact that the campaign used the Internet for its dissemination, and would have reached a broader - and no doubt younger - audience compared with what can be reached staging events and conferences.

# 6. Conclusions, lessons learned and best practices

## 6.1 Conclusions

Despite the fine intentions of its promoters in attempting to tackle very delicate issues, such as those tackled by the project "*Tous autour de l'enfance*", the intervention under review was marked by some positive aspects as well as some negative aspects, relating to both its conception and the ways in which actions were implemented.

Looking at the plus points, the project undoubtedly made a contribution to uncovering, in relations with public opinion, policymakers and actors involved in the issues of pregnancies out of wedlock and child abandonment in Morocco. It also made available a national and international stage, through both Platform activities and, more generally, awareness-building activities relating to children's rights.

Moving on to negative aspects, the first thing to note is that the intervention did not really possess the traits of a "pilot project", since the various planned actions were already being performed as part of other interventions promoted by the same three NGOs, funded by the European Union, the Friuli-Venezia Giulia region, and the Social Development Agency (a Moroccan ministerial body) as part of the Gender Equality Support Programme 2012-2016. Indeed, it was a duplication of actions previously already realised rather than of pilot actions.

Secondly, the way the project was conceived had fatal flaws at an institutional level, with the allocation of tasks among three promoting NGOs that followed very different intervention logics

and missions. This division resulted in a sort of specialisation of the three promoting NGOs on the basis of their competences. This brought about the risk of having three different projects, one for each of the three NGOs responsible for the implementation.

These differences could also be seen in approaches to how the same action should be performed, such as for service centres offering assistance to single mothers. Two centres that were already open and operational prior to the intervention, that of Tangier, and in part that of Casablanca, were able to strength their services for mothers thanks to the support provided by the project, while the other two service centres, those of Fez and Meknes, created from scratch thanks to project funding, stopped operations as soon as the project was concluded.

Here we must stress the effectiveness of the holistic approach adopted by the service centre of Tangier aimed at single mothers and run by Moroccan NGO 100% Mamans. This approach was not only more effective in creating a comfortable, receptive environment for single mothers, but it also enabled these women to come out of the shadows by means of activities to raise the awareness of public opinion, including actions to denounce the stigma and social marginalisation of their situation.

Looking at performance, analysed on the basis of the evaluation criteria adopted, the project appeared to be:

- in theory very relevant (or pertinent) in respect of the local context, but strongly mitigated by some aspects that hampered its chances of success, due in particular to the predominance from both a theoretical and operative modalities point of view of the rights of children, relegating to a side issue the question of women's rights and thus neglecting the process of social stigma and marginalisation that women undergo;
- a low level of coherence, both internal and external, due above all to overlaps with "twin projects" funded by other cooperation agencies involving the same organisations in the same time frames, while taking different approaches, sometimes conflicting, within different parts of the intervention;
- various degrees of effectiveness depending on the actions and the actors performing the actions. In some cases actions are difficult to evaluate due to overlaps with other projects. In general they were very good for some service centres providing assistance to single mothers and for activities performed in favour of disabled children, while they were poor, or very poor, for other service centres; as it is very poor the effectiveness of trainings for NGOs/CSOs and the relative loss of trained human capital. Other actions were again difficult to assess (or were assessed negatively or very negatively), due to the aforementioned overlapping of projects (like the Platform), and to the limited amount of resources at the disposal of this evaluation (e.g. for public communication activities);
- the efficiency of the project was in theory good, but again this judgement was strongly mitigated, among other things, by the overlapping of similar projects funded by different donors;
- its impact was difficult to evaluate due to the absence of baselines, even for activities that had been in place prior to the project, such as for the service centres of Tangier and Casablanca, which in any case appear to have benefited from the support of the project in expanding their services; for the other two centres of Fez and Meknes, the impact appeared to be very poor (the two centres assisted just 45 mothers in two years). Even for very interesting activities such as the service charters, impact was actually poor, due to the problems encountered disseminating these charters. For many activities, including those connected with the Platform, the impact did not appear to be particularly significant, considering the fact they were performed without the support of Italian Cooperation, thanks in part to funding from other cooperation agencies, in particular the European Union.

Finally, the impact made by training to strengthen the association movement may be considered to be null;

- sustainability was generally low, due to i) the absence of an *exit strategy*, and ii) the disappointed expectations of beneficiaries, leading to frustrations over the sudden cessation of services provided (except for those services already in place prior to the start of the project, such as the service centres helping single mothers in Tangier and Casablanca);
- visibility was made difficult due to the confusion caused to beneficiaries, as well as some project service workers, by the presence of different funding sources for similar or identical activities in the same time period and for the same NGOs involved in the project "*Tous autour de l'enfance*".

## 6.2 Best practices and lessons learned

The results of the evaluation can be used to single out some best practices and some lessons learned for the planning and rollout of future interventions in the same sector as that in which the project "*Tous autour de l'enfance*" was undertaken. We should stress however that the best practices identified relate more to the actions and approaches of single organisations than to the intervention taken as a whole. Moreover, this report has repeated several times that because of the overlapping of many "twin interventions", for which the three promoting NGOs received funding from different cooperation agencies, rolled out in the same period of time, it is impossible to attribute the best practices identified to one project over another.

### 6.2.1 Best practices

- The approach adopted by the service centre of Tangier run by Moroccan NGO 100% Mamans, which had in actual fact been operational for several years before the start of the project, showed that if the difficulties faced by single mothers are handled in a global manner, without just providing help during the period of childbirth and immediately thereafter, but continuing to help the mother over time, then lasting and deep change can be effected in the social fabric. The social stigma attached to single mothers and the phenomenon of child abandonment can only hope to be fought through such changes. It should be stressed on this point that the *modus operandi* of the service centre run by the organisation 100% Mamans showed great potential in terms of its impact and effectiveness, as it involved fathers, healthcare workers (doctors and nurses), hospitals, police forces, law courts, families, etc., namely all the actors that are crucial to combating the problem of child abandonment, by acting on the causes and not on the effects. Also worth stressing is the fact that assisted single mothers have kept in touch with the service centre and the organisation it is managed by, as they are viewed as protagonists and not just welfare beneficiaries. They have been known to animate radio broadcasts on these issues, thus coming out of the shadows and leaving behind the idea of motherhood as a private, individual matter, and choosing to go public with a phenomenon that affects the whole of society, not just a few individuals.
- The presence of volunteers working at the SAFIR service centre also deserves a few words, and should be seen as an effective form of action, being a contribution to the process of improving the socialisation and social integration of disabled children, and also encouraging the involvement of the local neighbourhood through the mobilisation of young volunteers. This practice may be a useful instrument, naturally used as an auxiliary tool to medical and rehabilitation measures, and in a spirit of social responsibility may help the families of disabled children who would otherwise be left to their own devices in facing up to their own difficult situation and that of their children. Efforts to socialise disabled children cannot be

borne solely by their families, who are often in a perilous financial position, nor, in more fortunate cases, by school.

- Irrespective of the still-unresolved problems and contradictions that emerged regarding the adoption of single-theme paradigms, the dynamics created through the new Platform should be welcomed due to the chance it gives to generate synergies between single organisations, which are sometimes small-sized and operating at a very local level, and to offer a visibility that would otherwise not be possible without the means and resources held by larger organisations – which are often direct emanations of European NGOs. The chance to have an impact on society through *lobbying* and public awareness-building campaigns, which can only be done effectively through federative action, is crucial when attempting to effect changes to the deepest aspects of society. This is especially true when efforts are being made to tackle and steer the questions of child abandonment and women's empowerment.

### 6.2.2 Lessons learned

- The coexistence of extremely different approaches, such as those seen in the intervention "*Tous autour de l'enfance*", is not always a positive sign for a project. It may indeed bring about too great a separation between different parts of the project or even between different actors working on that part of the project but using different approaches, such as the case of service centres for single mothers.
- The issue of children's rights, with special reference to children born out of wedlock, is intrinsically bound to the question of gender equality. If we really want to make profound changes to the social and cultural fabric and combat the phenomenon of child abandonment, we must eradicate the stigma suffered by women, adopting a holistic approach that can involve all stakeholders, such as fathers, healthcare professionals in hospitals, police forces, the law courts, and so on.
- The problem of child abandonment cannot be solved simply by ensuring that the child is not abandoned at birth (or immediately thereafter), it is necessary to create a caring environment around the mother, who needs to be helped at least in the early stages of the child's growth by means of continuous *follow-up* activity, including forms of psychological, legal and material help at times of special need, as well as help with social integration, doing as much as possible to eradicate the reasons that contributed to her marginalisation and social exclusion.

# 7 Recommendations

## 7.1 General recommendations

Based on the results of the evaluation and with a view to future interventions concerning the same topics tackled by the project "*Tous autour de l'enfance*", the following recommendations can be made:

1. Setting up a coordination among donors in order to prevent a non-productive overlapping of funding provided for the same actions performed by the same organisations over the same period of time. Promote, within donors, the establishment of a thematic group (as is the case for other sectors and themes) in order to formulate a common strategy, in agreement with government authorities, in relation to the phenomena of abandoned children in Morocco.
2. Providing for an adequate duration of the projects to ensure greater and above all lasting effectiveness over time. In particular, projects such as the one evaluated that deals with complex social processes and examines the deeper dimensions of a territory's society and

culture cannot hope to bring about appreciable effects in such a short time frame, i.e. 2 years.

3. Avoiding interventions aimed at the same time at a plurality of vulnerable categories, each having different problems, which cannot be treated with a single approach and with pre-established solutions as in the case of single mothers, abandoned children, deinstitutionalised minors and disabled children.

4. Limiting the number of actors who implement the related actions in order to facilitate the adoption of coherent and shared approaches and methods of intervention.

5. Providing an exit strategy to prevent feelings of abandonment and frustration from the weaker categories of beneficiaries; in particular, the absence of an adequate strategy of disengagement can produce real regression processes of the improvements obtained, as, in the project evaluated, in the case of disabled children / teenagers.

6. Planning for external monitoring and interim evaluation actions in order to be able to make adjustments in response to objective context-related difficulties and to share a vision about the problems faced and possible solutions.

7. Making the measure the impact possible, establishing baselines, i.e. the initial situation in the context in which the project is rolled out, using statistical data and measurable indicators.

8. Improving communication, with special reference to the visibility of the Italian development cooperation.

9. Providing for efficient archiving where collecting and classifying data and information not simply for recording activities and results but also for knowing the social traits of beneficiaries. This point is particularly relevant when recording unexpected results and the trends and processes generated by the project.

10. Improving the reporting system: information is often approximate, and data given are unclear and not easy to interpret.

## 7.2 Specific recommendations

1. Providing interventions for the full involvement of families of disabled children through a holistic and pluridisciplinary approach also offering varied social protection schemes, so that the family is not left alone to face up to the difficulties and problems arising from the condition of their child.

2. Acting not only on the effects, but also on the causes concerning the phenomenon of child abandonment. These causes are connected with the social stigma and process of social marginalisation and exclusion that mothers undergo, and more generally with the issue of gender equality and women's *empowerment.*

3. Providing for a follow-up after the intervention of the service centres for single mothers, ensuring support from all points of view (psychological, financial, legal, institutional, career guidance, etc.), regardless of the decision taken by the mother about her child, and actually even more so in those cases in which the mother decides not to abandon her child.

**Allegato 1**

**MINISTERO DEGLI AFFARI ESTERI E DELLA COOPERAZIONE INTERNAZIONALE**

*DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO*

*Ufficio III Sezione Valutazione*

**TERMINI DI RIFERIMENTO**

**PER LA VALUTAZIONE INDIPENDENTE DEL**

*Progetto "Tous autour de l'enfance. Servizi di prevenzione e tutela a favore delle madri nubili, dei minori senza protezione familiare e dei minori con disabilità in Marocco"*

*Valutazione d'impatto*

**Marocco**

HUMANDEV

**AID N. 10593**

## Contesto e oggetto della valutazione

L'iniziativa qui considerata, realizzata dal 2016 al 2018, persegue l'obiettivo di concorrere alla promozione e alla tutela dei diritti sociali ed economici delle madri nubili e dei loro figli, minori in stato o a rischio di abbandono, rafforzando il ruolo delle organizzazioni della società civile impegnate su questi temi nella loro funzione di studio, elaborazione, applicazione e controllo delle politiche e dei servizi dedicati a queste categorie vulnerabili (MDG 3, come da documento di progetto).

L'iniziativa ambisce a rafforzare il ruolo della società civile e delle autorità locali nel loro complesso, a tutela di queste categorie più vulnerabili (madri nubili, minori istituzionalizzati e a rischio di abbandono). In ragione della delicatezza sociale e culturale della tematica le OSC locali, impegnate su questi temi, risultano poche a livello nazionale e con scarse possibilità e capacità di intervento in termini di proposizione politica, di informazione e sensibilizzazione culturale e in termini operativi di servizio.

Ulteriori dettagli relativi all'iniziativa considerata, incluso l'elenco dettagliato dei beneficiari, saranno forniti nell'allegata scheda anagrafica e descrittiva.

La documentazione di base dell'iniziativa da valutare è allegata alla lettera d'invito, insieme a questi Termini di Riferimento. Nella fase di *Desk Analysis*, potrà essere fornita altra documentazione.

## Utilità della valutazione

La Valutazione è finalizzata principalmente a:

- confermare la validità dei servizi pilota proposti sul campo, ovvero se e in che misura rappresentino delle buone pratiche replicabili;

- verificare se la Piattaforma Nazionale telematica, rappresenti uno strumento valido di promozione e sensibilizzazione pubblica riguardo una tematica ancora oggetto di rimozione e stigmatizzazione sociale;

- misurare l'efficacia della metodologia e dell'approccio multidisciplinare adottati (Fundamental Rights Approach) e degli strumenti adottati (con particolare riferimento all'ICF, International Classification of Functioning, Disability and Health).

Più in generale, anche attraverso le lezioni apprese e le raccomandazioni, la valutazione darà notizie utili atte ad indirizzare al meglio i futuri finanziamenti di settore e nel Paese e a migliorare la programmazione politica dell'aiuto pubblico allo sviluppo.

La diffusione dei risultati della Valutazione permetterà inoltre di rendere conto al Parlamento circa l'utilizzo dei fondi stanziati per l'Aiuto Pubblico allo Sviluppo ed all'opinione pubblica italiana circa la validità dell'allocazione delle risorse governative disponibili in attività di Cooperazione. I risultati della valutazione e le esperienze acquisite saranno condivise con le principali Agenzie di cooperazione e con i partner che devono anch'essi rendere conto ai loro Parlamenti ed alle loro opinioni pubbliche su come siano state utilizzate le risorse messe a loro disposizione. La valutazione favorirà anche la "mutual accountabilty" tra partner in relazione ai reciproci impegni.

Infine, mediante il coinvolgimento dei Paesi partner in ogni fase del suo svolgimento, la valutazione contribuirà al rafforzamento della loro capacità in materia di valutazione.

## Obiettivi ed ambito della valutazione

La valutazione, tenendo in conto anche gli indicatori contenuti nel quadro logico, dovrà esprimere un giudizio sulla rilevanza degli obiettivi del progetto da valutare nonché sulla loro efficacia, efficienza, impatto e sostenibilità.

In particolare, trattandosi di valutazione d'impatto si dovranno descrivere i cambiamenti osservati (previsti e non) sul contesto sociale, economico e ambientale nonché sugli altri indicatori di sviluppo; evidenziare in che misura siano attribuibili all'intervento; analizzare i meccanismi che hanno determinato l'impatto; fornire una spiegazione dell'impatto positivo e negativo di fattori esterni quali il contesto politico, le condizioni economiche e finanziarie.

L'esercizio di valutazione dovrà analizzare in che misura l'azione della Cooperazioen Italiana abbia influito sulle politiche, le strategie e i programmi nazionali, contribuendo al raggiungimento degli MDGs/SDGs indicati nella documentazione di progetto allegata. Si valuterà, più in generale, in che modo ed in che misura il progetto ha modificato il contesto in una direzione di maggiore equità e giustizia sociale ed ha influito sulle tematiche trasversali (tra cui diritti umani, eguaglianza di genere, disabilità e ambiente). Si verificherà se sia stata garantita l'accessibilità alle informazioni e alle attività in favore delle persone con disabilità.

La valutazione dovrà accertare se e in che misura le attività siano state realizzate in coordinamento con le altre iniziative nel settore all'interno dello stesso Paese e secondo il principio della complementarietà.

La valutazione esaminerà anche il grado di logicità e coerenza del design del progetto e ne valuterà la validità complessiva.

Le conclusioni della valutazione saranno basate su risultati oggettivi, credibili, affidabili e validi tali da permettere alla DGCS di elaborare misure di management response. Il rapporto finale di valutazione dovrà inoltre evidenziare le lezioni apprese, rilevare eventuali buone pratiche, fornire raccomandazioni e dati utili da utilizzare come base line per lo sviluppo di futuri progetti nel settore.

Il team di valutazione potrà suggerire e includere altri aspetti congrui allo scopo della valutazione.

## Criteri

I criteri di valutazione si fondano sui seguenti aspetti:

- **Impatto:** Si analizzerà in che misura l'intervento abbia prodotto effetti positivi e negativi, previsti o imprevisti a livello più elevato rispetto a quelli immediati.

- **Rilevanza**: Il team di valutazione dovrà verificare in che misura l'iniziativa tiene conto del contesto specifico, delle priorità e delle politiche del Paese e della DGCS. La valutazione stimerà in che misura gli obiettivi dei progetti sono coerenti con le prerogative e le esigenze dei beneficiari. Nel valutare la rilevanza dell'iniziativa, si considererà: 1) in che misura gli obiettivi dell'iniziativa sono validi rispetto ai bisogni individuati; 2) in che misura sono coerenti; 3) la percezione dell'utilità dei progetti da parte dei beneficiari.

- **Efficacia:** La valutazione misurerà il grado e l'entità dell'eventuale raggiungimento degli obiettivi dell'iniziativa. Nel valutare l'efficacia sarà utile: a) considerare se gli obiettivi, generale e specifico, siano stati chiaramente identificati e quantificati, b) verificare la coerenza delle caratteristiche progettuali con il relativo obiettivo generale e specifico, c) verificare in che misura l'obiettivo generale sia stato raggiunto, d) analizzare i principali fattori che hanno influenzato il raggiungimento o meno degli obiettivi.

- **Efficienza:** La valutazione analizzerà se l'utilizzo delle risorse sia stato ottimale per il conseguimento dei risultati del progetto, indicando come gli input siano stati convertiti in risultati.

- **Sostenibilità:** Si valuterà la potenziale sostenibilità dell'iniziativa di produrre benefici nel tempo.

## Quesiti valutativi

Gli obiettivi della valutazione dovranno essere tradotti in quesiti valutativi che faranno riferimento prevalentemente ai criteri OCSE-DAC ed altri eventuali criteri ritenuti rilevanti.

I quesiti valutativi dovranno essere formulati soprattutto in funzione dell'utilità della valutazione.

Le domande sull'efficacia dovranno basarsi sul livello dei risultati (outcome) e degli impatti specifici generati, anziché su specifici output e sull'impatto globale.

Trattandosi di valutazione d'impatto, una parte dei quesiti dovranno essere del tipo causa-effetto.

Alcune domande dovranno essere indirizzate anche a tematiche trasversali (povertà, diritti umani, questioni di genere, disabilità o ambiente etc.).

In ogni caso, i quesiti (principali e supplementari) dovranno essere formulati quanto più possibile in maniera dettagliata, facendo riferimento alle specifiche caratteristiche degli interventi, in forma chiara e con un taglio operativo che tenga anche conto della concreta possibilità di darvi una risposta.

## Principi generali, approccio e metodologia

a) La valutazione deve essere in linea con i più elevati standard internazionali di riferimento e tiene conto delle rilevanti linee guida della Italian Cooperation.

Le valutazioni realizzate dalla DGCS si basano sui seguenti principi: utilità, credibilità, indipendenza, imparzialità, trasparenza, eticità, professionalità, diritti umani, parità di genere e sul principio del leave no-one behind.

La valutazione deve essere condotta con i più elevati standard di integrità e rispetto delle regole civili, degli usi e costumi, dei diritti umani e dell'uguaglianza di genere e del principio del "non nuocere".

Le tematiche trasversali (tra cui diritti umani genere, disabilità, ambiente) dovranno avere la dovuta considerazione ed i risultati della valutazione in questi ambiti dovranno essere adeguatamente evidenziati con una modalità trasversale.

b) Per valutare quanto gli interventi abbiano inciso sulla capacità, da un lato di concedere i diritti umani e dall'altro di pretenderne la fruizione, si utilizzerà lo Human Rights Based Approach.

Più in generale, il team di valutazione userà un Results based approach (RBA) che comprenderà l'analisi di varie fonti informative e di dati derivanti da documentazione di progetto, relazioni di monitoraggio, interviste con le controparti governative, con lo staff del progetto, con i beneficiari diretti, sia a livello individuale sia aggregati in focus group. A questo scopo, il team di valutazione intraprenderà una missione in Marocco.

Il processo di valutazione dovrà essere *"utilisation focused",* vale a dire che l'enfasi principale verrà posta sull'uso specifico che dei suoi risultati dovrà essere fatto.

c) Il team di valutazione dovrà adottare metodologie sia qualitative che quantitative in modo tale da

poter triangolare i risultati ottenuti con l'utilizzo di ciascuna di esse. Nella scelta delle metodologie da utilizzare, il team di valutazione dovrà tenere conto degli obiettivi che la valutazione si propone nonché delle dimensioni e caratteristiche degli interventi. Si dovrà esplicitare quali metodi si utilizzano sia per la valutazione che per la raccolta dei dati e la loro analisi, motivando la scelta e chiarendo le modalità di applicazione degli stessi.

In ogni caso, le metodologie utilizzate dovranno essere in accordo con tutti i principi enunciati in precedenza nei punti a e b. In particolare, la prospettiva di genere dovrà sempre essere integrata (alla luce del tipo di intervento valutato) e con modalità che dovranno essere indicate nella proposta tecnica presentata (ad esempio, la presenza nel team di personale di sesso femminile o comunque esperto in materia di genere, raccolta ed analisi dei dati in maniera disaggregata per genere etc.).

Nella fase di avvio della valutazione, i valutatori dovranno:

1- elaborare la teoria del cambiamento, compatibilmente con le modalità di impostazione iniziale dell'intervento;
2- proporre le principali domande di valutazione e le domande supplementari, in maniera puntuale e tenendo conto delle caratteristiche specifiche dell'intervento;
3- elaborare la matrice di valutazione, che, per ciascuna delle domande di valutazione e domande supplementari che si è deciso di prendere in considerazione, indichi le tecniche che si intendono utilizzare per la raccolta dei dati e fornisca altre informazioni quali i metodi di misura, eventuali indicatori, la presenza o meno di dati di base e quanto altro opportuno in base alle esigenze della valutazione;
4- stabilire le modalità di partecipazione degli stakeholder alla valutazione con particolare attenzione ai beneficiari e ai gruppi più vulnerabili (in particolare madri nubili, minori e disabili).

## Coinvolgimento degli stakeholder:

I metodi utilizzati dovranno essere il più partecipativi possibile, prevedendo in tutte le fasi il coinvolgimento dei destinatari "istituzionali" della valutazione, del Paese partner, dei beneficiari dell'intervento ed in generale di tutti i principali stakeholder.

Il team di valutazione dovrà coinvolgere gli stakeholder nella realizzazione della valutazione realizzando attività formative di capacity building volte a migliorare la capacità valutative del Partner.

Oltre ai beneficiari ed agli enti esecutori, i principali stakeholder includono: Associazione "Casa Lahnina", CLIO – Centro Locale di Informazione e Orientamento, Associazione "100% Mamans", Fondazione "Rita Zniber", Associazione "Dar Atfal Al Wafae", Associazione INSAF – Istituzione Nazionale di Solidarietà con Donne in Difficoltà, Associazione "Osraty", Associazione "SOS Village d'Enfants", UNICEF Marocco, Entraide Nationale.

## Qualità della valutazione:

Il team di valutazione userà diversi metodi (inclusa la triangolazione) al fine di assicurare che i dati rilevati siano validi.

La valutazione dovrà conformarsi ai *Quality Standards for Development Evaluation* dell'OCSE/DAC.[31]

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[31] https://www.oecd.org/development/evaluation/qualitystandards.pdf

## Profilo del team di valutazione

Il servizio di valutazione dovrà essere svolto da un team di valutazione, composto da almeno 3 membri, incluso il team leader, il quale sarà il referente della DGCS per l'intera procedura e parteciperà alle riunioni e workshop previste dal piano di lavoro.

Il team leader dovrà avere i seguenti requisiti minimi:

> Diploma di laurea triennale;
> Padronanza della lingua italiana, parlata e scritta;
> Padronanza della lingua inglese, parlata e scritta;
> Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 3 anni);
> Esperienza in coordinamento di team multidisciplinari (almeno 1 anno).
> Conoscenza approfondita della gestione del ciclo del progetto e dei progetti di cooperazione allo sviluppo.
> Conoscenza degli strumenti e modalità di intervento della cooperazione italiana.

Ciascuno degli altri membri obbligatori del team dovrà possedere i seguenti requisiti minimi:

> Diploma di laurea triennale;
> Padronanza della lingua inglese, parlata e scritta.
> Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 1 anno);
> Conoscenza della gestione del ciclo del progetto e dei progetti di cooperazione allo sviluppo.

Il team di valutazione dovrà inoltre disporre delle seguenti competenze, che potranno essere possedute da uno o più membri obbligatori o aggiuntivi:

> Competenza nel settore delle tematiche di genere, tutela dei minori e disabilità;
> Conoscenza del Paese e del contesto istituzionale dell'iniziativa da valutare;
> Padronanza della lingua/e veicolari (francese e arabo)
> Competenza in interviste, ricerche documentate, raccolta e analisi dei dati;
> Competenza adeguata in tematiche trasversali;
> Ottime capacità analitiche, redazionali e di presentazione dei dati.

Il team di valutazione potrà avvalersi di esperti locali anche in qualità di membri del team stesso. Gli esperti locali potranno coincidere con i membri del team.

## Prodotti dell'esercizio di valutazione

Gli output dell'esercizio saranno:

- Un Inception Report di max 12 pagine, 20 giorni dopo il primo incontro con gli Uffici della DGCS.

- Un Rapporto finale, di max 50 pagine, in formato cartaceo rilegato in brossura, 10 copie in lingua italiana, 10 copie tradotte in lingua inglese e 10 in lingua francese, e su supporto informatico in formato Word e Pdf (max 3Mb). La traduzione dovrà essere di un livello qualitativo professionale. Le copie dovranno essere dotate di copertina plastificata e contenere indicazione del titolo dell'iniziativa anche nella parte laterale.

- Un Summary Report di max 15 pagine, 10 copie in lingua italiana, 10 copie tradotte in lingua inglese e 10 copie in lingua francese, comprensivo di quadro logico, griglia dei risultati del progetto e sommario delle raccomandazioni. La traduzione dovrà essere di un livello qualitativo professionale. Le copie dovranno essere dotate di copertina plastificata e contenere indicazione del titolo dell'iniziativa anche nella parte laterale. Il Summary Report dovrà contenere anche elementi di infografica.[32]

- Documentazione fotografica (in alta definizione) sull'iniziativa valutata, a sostegno delle conclusioni della valutazione, fornita su supporto informatico.

- Workshop di presentazione del rapporto finale presso il MAECI-DGCS.

- Workshop di presentazione del rapporto finale nel Paese.

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[32] Da valutare

# MINISTERO DEGLI AFFARI ESTERI E DELLA COOPERAZIONE INTERNAZIONALE

*DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO*


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| **TITOLO DEL PROGETTO** | ***"Tous autour de l'enfance. Servizi di prevenzione e tutela a favore delle madri nubili, dei minori senza protezione famigliare e dei minori con disabilità in Marocco" – AID 10593*** |


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| **LUOGO DEL PROGETTO** | **Marocco** |
| **LINGUA DEL PROGETTO** | **francese** |
| **DURATA PREVISTA** | **24 mesi (2016-2018)** |
| **DURATA EFFETTIVA** | **24 mesi (2016-2018)** |
| **CANALE DI FINANZIAMENTO** | **bilaterale** |
| **TIPOLOGIA** | **dono** |


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|---|---|---|
| **BUDGET TOTALE** | **EURO** | **527.726,08** |
| di cui: | | |
| **Contributo DGCS** | EURO | 364.598,88 |
| **Contributo ONG Monetario** | EURO | 88.389,68 |
| **Contributo ONG Valorizzato** | EURO | 4.000,00 |
| **Apporto Altri** | EURO | 70.737,52 |


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| **ENTI ESECUTORI** | **Ai.Bi. Associazione Amici dei Bambini**<br>in consorzio con:<br>**Soleterre – Strategie di Pace Onlus**<br>**OVCI – La nostra famiglia** |


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| **OBIETTIVI DEL MILLENNIO** | **O3** |

# Progetto "Tous autour de l'enfance. Servizi di prevenzione e tutela a favore delle madri nubili, dei minori senza protezione familiare e dei minori con disabilità in Marocco" - AID 10593

## Contesto dell'iniziativa

L'iniziativa *"Tous autour de l'enfance. Servizi di prevenzione e tutela a favore delle madri nubili, dei minori senza protezione familiare e dei minori con disabilità in Marocco"* è coerente con le "Linee Guida della Cooperazione Italiana sui Minori" (2012) e con le "Linee Operative della Cooperazione Italiana nella Regione del Nord Africa e Medio Oriente", oltreché in linea con i sei assi prioritari dell'Iniziativa Europea di Vicinato 2014-2020 (European Neighbourhood Instrument - ENI), ovvero: "promozione dei diritti umani e delle libertà fondamentali, uguaglianza di genere ed empowerment delle donne, contrasto alla violenza di genere e alle discriminazioni".

### *Obiettivi*

L'obiettivo generale del progetto è promuovere e tutelare i diritti sociali ed economici delle madri nubili e dei minori istituzionalizzati, abbandonati o a rischio di abbandono in Marocco.

L'obiettivo specifico del progetto è rafforzare il ruolo delle organizzazioni della società civile impegnate nel settore, nella loro funzione di studio, elaborazione, applicazione e controllo delle politiche e dei servizi dedicati alle categorie vulnerabili (madri nubili, minori istituzionalizzati, abbandonati o a rischio di abbandono).

### *Finanziamento*

Per il raggiungimento di tali obiettivi, l'Italia ha contribuito per un importo pari a € 527.726,08 di cui

€ 364.598,88 di contributo DGCS, € 88.389,68 di contributo ONG Monetario, € 4.000,00 di contributo ONG Valorizzato e € 70.737,52 di contributo proveniente da altri partner di progetto.

### *Strategia di intervento*

La strategia prescelta di progetto si propone di:

1) accrescere la conoscenza e l'emersione del fenomeno attraverso un'azione di ricerca e mappatura settoriale;
2) promuovere l'identificazione, il consolidamento o l'attivazione di servizi territoriali pilota, che si possano integrare nella rete locale dei servizi sociali ed educativi competenti rispetto a tali forme di marginalità sociale;
3) avviare e rafforzare iniziative di *advocacy* politico-istituzionale, attraverso la costituzione di una Piattaforma nazionale tematica e l'elaborazione di un Piano d'Azione da proporre e discutere con le Istituzioni nazionali;
4) avviare una campagna di informazione e di sensibilizzazione nazionale che contribuisca ad erodere i muri di omertà e stigmatizzazione sociale.

*Risultati da conseguire*

L'iniziativa prevede il raggiungimento dei seguenti risultati attesi:

> Rinforzare e accreditare a livello istituzionale le capacità delle organizzazioni della società civile marocchine in tema di prevenzione e tutela dell'abbandono minorile e della discriminazione sociale delle madri nubili;
> Tutelare e garantire i diritti delle categorie vulnerabili attraverso il consolidamento e/o l'avviamento di servizi territoriali sperimentali;
> Promuovere i diritti delle categorie vulnerabili presso i destinatari diretti, le istituzioni e presso l'intera società civile marocchina.

*Elenco beneficiari*

I principali gruppi di beneficiari finali dell'intervento e dei servizi implementati sono:

- madri nubili appartenenti a categorie vulnerabili e donne a rischio di gravidanze non desiderate extra-coniugali: in particolare il target in questione è costituito da "petites bonnes", ovvero ragazze minorenni impiegate come domestiche presso famiglie ed esposte a sfruttamenti e violenze sessuali. Si stima di raggiungere almeno 200 beneficiarie;
- minori istituzionalizzati, abbandonati o a rischio di abbandono. A fronte di una popolazione stimata in circa 60.000 bambini al di fuori della famiglia in Marocco (*UNICEF 2006*), in particolare il progetto prevede di raggiungere circa 1.000 bambini istituzionalizzati e/o a rischio di abbandono, di cui indicativamente: 300 presso la Fondazione Rita Zniber (Meknés); 150 presso il centro Dar Al Wafa Al Atfal e 100 presso la Casa di Fés (Fés); 250 presso il centro SIDI Bernoussi (Casablanca); 200 minori con disabilità presso famiglie sul territorio di Temara (Rabat).

Ulteriori target beneficiari diretti dell'intervento sono:

- almeno 200 operatori sociali impegnati nei servizi di progetto e nei servizi territoriali (pubblici e privati) delle città di Tanger, Meknes, Fez, Rabat e Casablanca, o appartenenti a 20 OSC marocchine, coinvolti nella costituzione e animazione della Piattaforma Nazionale e beneficiari di attività di sensibilizzazione e formazione;
- 30 giornalisti e addetti stampa che sensibilizzati e formati rispetto al tema e coinvolti in attività e campagne di informazione pubblica;
- 20.000 cittadini/e a livello nazionale raggiunti attraverso le campagne e i servizi informativi e di sensibilizzazione messi in atto dal progetto.

*Sviluppi recenti*

Al progetto è stata apportata 1 variante tecnica non onerosa.

La durata del progetto è stata di 24 mesi, come da previsioni. Il progetto si è concluso il 3 gennaio 2018.

Non sono state realizzate valutazioni esterne. È stata realizzata una valutazione interna da parte dell'Ente esecutore al termine del primo anno di progetto, nonché una seconda valutazione interna alla fine del progetto per la rilevazione dei dati necessari alla compilazione del rapporto finale.

# Disposizioni gestionali, piano di lavoro

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| **Desk Analysis** | Esame della documentazione riguardante il progetto. Dopo la firma del contratto la DGCS fornirà al team di valutazione ulteriore documentazione relativa all'iniziativa oggetto della valutazione. Il team incontrerà i rappresentanti degli uffici della DGCS, gli esperti/funzionari dell'Agenzia e gli altri stakeholder rilevanti. |
| **Inception report** | Il team dovrà predisporre l'Inception Report completo di approfondita descrizione dello scopo della valutazione, dei quesiti valutativi, specifici e dettagliati, dei criteri e degli indicatori da utilizzare per rispondere alle domande, delle metodologie che si intendono utilizzare per la raccolta dei dati, per la loro analisi e per la valutazione in generale, della definizione del ruolo e delle responsabilità di ciascun membro del team di valutazione, del piano di lavoro comprensivo del cronoprogramma delle varie fasi e dell'approccio che si intende avere in occasione delle visite sul campo. L'Inception Report sarà soggetto ad approvazione da parte della DGCS. |
| **Field visit** | Il team di valutazione visiterà i luoghi dell'iniziativa, intervisterà le parti interessate, i beneficiari e raccoglierà ogni informazione utile alla valutazione. Il team di valutazione, incluso almeno un membro obbligatorio del team, si recherà sul campo per un periodo stimato di almeno _dodici_ giorni complessivi (la durata effettiva sarà determinata dall'offerente). Il suddetto periodo dovrà essere coperto da almeno uno dei tre membri obbligatori. La presenza in loco del team leader, anche per un periodo circoscritto, è incentivata con l'attribuzione di relativo punteggio in sede di valutazione dell'offerta tecnica (Piano di lavoro). |
| **Bozza del rapporto di valutazione** | Il team predisporrà la bozza del rapporto di valutazione, che dovrà essere inviata per l'approvazione da parte della DGCS. |
| **Commenti delle parti interessate e feedback** | La bozza di rapporto sarà sottoposta ai soggetti interni alla DGCS, i rappresentanti dell'Agenzia e altri eventuali stakeholder. Commenti e feedback saranno comunicati ai valutatori invitandoli a dare i chiarimenti richiesti e fare eventuali contro-obiezioni. Ove ritenuto utile, possono essere organizzati anche incontri di discussione collettiva. |
| **Workshop presso la DGCS** | Sarà organizzato un Workshop per la presentazione della bozza del rapporto di valutazione, per l'acquisizione di commenti e feedback da parte dei soggetti coinvolti nel progetto, utili alla stesura del rapporto definitivo. |
| **Rapporto finale** | Il team di valutazione definirà il rapporto finale, tenendo conto dei commenti ricevuti e lo trasmetterà alla DGCS, per l'approvazione finale. Al rapporto saranno allegati i TOR, le raccolte analitiche e complete dei dati raccolti ed elaborati, gli strumenti di rilevazione utilizzati (questionari etc.), i documenti specifici prodotti per gli approfondimenti di particolari tematiche o linee di intervento, le fonti informative secondarie utilizzate, le tecniche di raccolta dei dati nell'ambito di indagini ad hoc, le modalità di organizzazione ed esecuzione delle interviste, la definizione e le modalità di quantificazione delle diverse categorie di indicatori utilizzati, le procedure e le tecniche per l'analisi dei dati e per la formulazione delle risposte ai quesiti valutativi, inclusa la Matrice di Valutazione. Il rapporto dovrà evidenziare eventuali opinioni discordanti nel team di valutazione e può includere commenti di stakeholder. |
| **Workshop in loco** | Sarà organizzato un Workshop in loco per la presentazione alle controparti del rapporto finale di valutazione. I costi organizzativi (incluso affitto della sala, catering, eventuali rimborsi per lo spostamento dei partecipanti locali) saranno integralmente a carico dell'offerente. Le modalità organizzative di massima del seminario dovranno essere illustrate nell'offerta del concorrente e concordate in tempo utile nel dettaglio con la DGCS. |

# FORMATO SUGGERITO DEL RAPPORTO DI VALUTAZIONE

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|---|---|
| *Rilegatura* | In brossura con copertina plastificata recante l'indicazione del titolo dell'iniziativa anche nella parte laterale. |
| *Carattere* | Arial o Times New Roman, corpo 12 minimo. |
| *Copertina* | Il file relativo alla prima pagina sarà fornito dall'Ufficio III della DGCS. |
| *Lista degli acronimi* | Sarà inserita una lista degli acronimi. |
| *Localizzazione dell'intervento* | Inserire una carta geografica relativa alle aree oggetto dell'iniziativa. |
| *Sintesi* | Quadro generale che evidenzi le principali risultanze, i punti di forza e di debolezza del progetto. Max 4 pagine, con focus sulle lezioni apprese e raccomandazioni. |
| *Contesto dell'iniziativa* | Situazione Paese (Max 2 pagine), basata su informazioni rilevate da fonti internazionali accreditate.<br>Breve descrizione delle politiche di sviluppo attive nel Paese e della sua situazione politica, socio-economica, culturale ed istituzionale.<br>Analisi della logica dell'iniziativa.<br>Stato di realizzazione delle attività del progetto. |
| *Obiettivo* | Tipo di valutazione.<br>Descrizione dello scopo e dell'utilità della valutazione. |
| *Quadro teorico e metodologico* | I criteri di valutazione.<br>La metodologia utilizzata e la sua applicazione, segnalando le eventuali difficoltà incontrate.<br>Le fonti informative e il loro grado di attendibilità. |
| *Presentazione dei risultati* | Elenco dei quesiti valutativi e relative risposte, adeguatamente documentate e commentato, seguito da una sintesi riepilogativa di tutte le risposte che ne faciliti la lettura e metta in evidenza i punti salienti. |
| *Conclusioni* | Le conclusioni, tratte dai risultati, dovranno includere un giudizio chiaro in merito a ciascuno dei criteri di valutazione. |
| *Raccomandazioni* | Le raccomandazioni, indirizzate a destinatari istituzionali, dovranno essere volte al miglioramento dei progetti futuri e delle strategie. |
| *Lezioni apprese* | Osservazioni, intuizioni e riflessioni generate dalla valutazione, non esclusivamente relative all'ambito del progetto, ma originate dai findings e dalle raccomandazioni. Esse devono poter essere utilizzate per informare le decisioni e le azioni da intraprendere, diffondere la conoscenza e rafforzare la legittimazione e la responsabilizzazione dei portatori di interesse. |
| *Allegati* | Devono includere i ToR, la lista completa dei quesiti valutativi, la lista delle persone intervistate e ogni altra informazione e documentazione rilevante. |

# ANNEX 2: Evaluation questions and indicators

| Criteria | Evaluation Questions | Indicators |
|---|---|---|
| **Impact** | Which outcomes and effects – both positive and negative – had the action on the recognition and protection of the rights of single mothers, minors without family protection and minors with disabilities in Morocco? | • Effects on legal framework change<br>• Mobilisation of new civil society organisations in the fostering and protection of the rights of considered actors<br>• Functioning of relevant national coordination and policy instances (ex. National Family and Child Council)<br>• Functioning of relevant local coordination and policy instances (ex. Child Protection Committees)<br>• Change in the media representations of the considered actors<br>• Change in local public actors attitudes towards considered actors (micro level)<br>• Change in Civil Society Organisations actions for the protection of the rights of considered actors<br>• Change in the access to right protection for single mothers, minors without family protection and minors with disabilities, at national and local level |
| **Relevance** | To which extent, the action fostered adequate responses to the issues and problems related to single mothers' rights and to the rights of minors without family protection and of minors with disabilities in Morocco? | • Issues influencing the protection of the rights of considered actors that were left aside by the action<br>• Relevant Stakeholders which were not involved in the action<br>• Legislative, organisational, social and cultural obstacles that were not considered in the action design<br>• Lacking links between the foreseen activities and the overcoming of the issues related to the protection of the rights of considered actors<br>• Relevant factors not adequately reflected into the Action's Theory of Change |
| **Policy Coherence** | To what extent the action is coherent with those implemented by other actors in the Sector? | • Compatibility between Action's implementation modalities and National Policies<br>• Coherence between the Action and the Public Actors' action<br>• Coherence between the Action and the activities of other aid actors in the same sector<br>• Coherence between the Action and the activities of Moroccan Non-state Actors<br>• Action's mechanisms and activities aiming to the coordination and harmonisation with national and international stakeholders in the same sector<br>• Added value generated in relation to the activities of other stakeholders in the same sector<br>• Action's mechanisms and measures for avoiding the overlapping and duplication of the activities with those fostered by other stakeholders in the sector<br>• Coherence of the Action with MAECI guidelines focusin on child rights and disabilities<br>• Coherence of the Action with Italian Cooperation Operational Guidelines on North Africa and Middle East<br>• Coherence of the Action with international conventions on child rights and on the rights of people with |

| Criteria | Evaluation Questions | Indicators |
|---|---|---|
| | | disabilities<br>• Coherence of the Action with *European Neighbourhood Initiative 2014 – 2020* priorities (*European Neighbourhood Instrument - EN*I) |
| **Effectiveness** | To what extent the foreseen activities were implemented? To what extent the expected results and outcomes where achieved? | • Launching and functioning of the M&E system<br>• Launching and functioning of the Communication activities<br>• Research activities findings and outputs<br>• Implementation and outputs of the activities aimed at capacity strengthening for CDEPF and partner CSOs personnel<br>• Implementation and outputs of the National Conference on the rights of single mothers, unprotected minors and minors with disabilities<br>• Implementation and outputs of the activities for setting-up or consolidating service facilities at local level<br>• Implementation and outputs of the activities for accompaniment and support to single mothers in Tanger, Casablanca, Meknes e Fez<br>• Implementation and outputs of the support services for institutionalised minors in Casablanca and Meknes<br>• Implementation and outputs of the supporting families and minors with disabilities in Temara<br>• Formulation and validation of a Charter of services for unprotected minors, minors with disabilities and single mothers<br>• Implementation and outputs of the on-line "National Platform"<br>• Implementation and outputs of awareness raising campaigns<br>• Implementation and outputs of media campaigns |
| **Efficiency** | To what extent the implementation of the action was coherent with provisions related to resource mobilisation and management? | • Compliance of activities implementation with activities planning<br>• Launching and functioning of Action's management and governance mechanisms<br>• % of implementation expenses that were not approved by the contracting authorities (ineligible expenses)<br>• Delays in the mobilisation and utilisation of funding<br>• Delays and changes regarding the mobilisation of human and technical resources<br>• Mobilisation of additional resources<br>• Launching and implementation of additional unforeseen activities |
| **Sustainability** | To what extent obtained results still exist after action finalisation? To what extent the action promoted the establishment of mechanisms for resource mobilisation and for actors mobilisation able to sustain the results over the | • Advocacy initiatives currently in progress that involve the action's local partners<br>• Functioning of the services set up through the action and current availability of the personnel involved in capacity strengthening activities<br>• New training and capacity strengthening activities launched by the action's local partners<br>• Current functioning of the CDEPF<br>• Current functioning of the platform established through the action<br>• Current functioning of the mechanisms assuring the quality of set-up services (Users registers, Service Charts, etc.) |

| Criteria | Evaluation Questions | Indicators |
|---|---|---|
| | time? | • Continuity of information and awareness raising actions, through media and the CSOs<br>• Mechanisms for the mobilisation of resources for rights protection of single mothers, unprotected minors and minors with disabilities, which are currently functional or under development |
| **Visibility and communication** | To what extent the action was accompanied by communication activities for fostering its own purposes and the visibility of the Italian Cooperation? | • Knowledge of the action by key stakeholders, including CSO, government agencies, donors, etc.<br>• Key stakeholders' awareness about the issues related to the protection of the rights of single mothers, unprotected minors and minors with disabilities<br>• Key stakeholders' knowledge about local CSOs taking part in the action |

# ANNEX 4: Bibliography

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Sintesi del progetto

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20 2018 01 ALL. 02 - OVCI_Verbale passaggio attività e beni Casa Lahnina

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Communiqué de Presse. Le « CDEPF » lance la Campagne Nationale « Bin.Com »

# Questionnaire pour les mineurs assistés par le projet " Tous autour de l'enfance "

Ce questionnaire s'insère dans le cadre de l'évaluation du projet « Tous autour de l'enfance » financé par la coopération italienne et respecte la normative européenne en matière de protection des données à caractère personnel et notamment le règlement no 2016/679, dit règlement général sur la protection des données (RGPD). Les réponses au questionnaire, garanties par l'anonymat, ne sont ni correctes ni erronées et permettent de comprendre comment améliorer les services que le projet a promus et soutenus.

*Obligatoire

1.    Quelle est votre âge ? *

    _____

2.    Ville de résidence *

    _____

3.    Éducation *

*Une seule réponse possible.*

⭕ Aucune

⭕ École primaire

⭕ École secondaire

⭕ Instituts professionnels

⭕ Études supérieures

⭕ Autre : _____

4.    Quelle est actuellement votre condition d'emploi ? *

*Une seule réponse possible.*

⭕ Je fais mes études              *Passer à la question 5*

⭕ Je fais mes études et je travaille    *Passer à la question 6*

⭕ J'ai un boulot               *Passer à la question 8*

⭕ Je ne travaille pas mais suis à la recherche d'un boulot  *Passer à la question 9*

⭕ Je n'ai pas de boulot et ne le cherche pas    *Passer à la question 10*

5.    Vous avez affirmé de faire des études, pourriez-vous spécifier quelles études ? *

    _____

*Passer à la question 10*

6.    Vous avez affirmé de faire des études, pourriez-vous spécifier quelles études ? *

    _____

7.    Quel est actuellement votre boulot ? *

◯ Mécanicien

◯ Artisan

◯ Ouvrier

◯ Vendeur

◯ Commerçant

◯ Petits boulots informels

◯ Cultivateur

◯ Autre : _____

*Passer à la question 10*

8. Quel est actuellement votre boulot ? *

   *Une seule réponse possible.*

   ◯ Mécanicien

   ◯ Artisan

   ◯ Ouvrier

   ◯ Vendeur

   ◯ Commerçant

   ◯ Petits boulots informels

   ◯ Cultivateur

   ◯ Autre : _____

   *Passer à la question 10*

9. Vous avez affirmé d'être en train de chercher un boulot, pouvez-vous préciser dans quel secteur ? *

   _____

10. Où vous vivez actuellement ? *

    *Une seule réponse possible.*

    ◯ Seul dans un logement en location

    ◯ Avec le partenaire dans un logement en location

    ◯ Dans un logement en location que je partage avec d'autres personnes

    ◯ Chez des amis

    ◯ Chez des parents

    ◯ Centre d'accueil

    ◯ Dans la rue

    ◯ Autre : _____

11.  Dans quelle institution vous avez grandi ? *

_____

12.  Pour combien d'années vous y avez séjourné ? *

_____

13.  Le centre offre plusieurs services, pouvez-vous préciser lesquels vous avez utilisés et combien vous les jugez utiles ? *

*Une seule réponse possible par ligne.*

|  | Très Utile | Utile | Pas trop utile | Pas du tout utile | Je ne l'ai pas utilisé |
|---|---|---|---|---|---|
| Formation professionnelle | ◯ | ◯ | ◯ | ◯ | ◯ |
| Orientation à l''emploi | ◯ | ◯ | ◯ | ◯ | ◯ |
| Assistance psychologique | ◯ | ◯ | ◯ | ◯ | ◯ |
| Aide dans la recherche d'un boulot | ◯ | ◯ | ◯ | ◯ | ◯ |
| Appui pour chercher un logement | ◯ | ◯ | ◯ | ◯ | ◯ |

14.  Vous auriez souhaité d'autres appuis que le projet n'a pas pu vous donner ? nous vous demandons de bien vouloir les spécifier

_____

15.  Vous êtes resté en contact avec l'institution qui vous a accueilli ? *

*Plusieurs réponses possibles.*

☐ Non

☐ Oui, J'ai des amis

☐ Oui, Pour des conseils dans la recherche d'un boulot

☐ Oui, Pour me renseigner sur des opportunités de formation

☐ Oui, Pour un appui financier

☐ Oui, Pour chercher un logement

☐ Autre : _____

16.  Quel a été le problème le plus important que vous avez dû résoudre une fois sorti de l'institution ?

_____

# Questionnaire pour les familles des enfants handicapés

Ce questionnaire s'insère dans le cadre de l'évaluation du projet « Tous autour de l'enfance » financé par la coopération italienne et respecte la normative européenne en matière de protection des données à caractère personnel et notamment le règlement no 2016/679, dit règlement général sur la protection des données (RGPD). Les réponses au questionnaire, garanties par l'anonymat, ne sont ni correctes ni erronées et permettent de comprendre comment améliorer les services que le projet a promus et soutenus.

*Obligatoire

1.  Quelle est votre âge ? *

    _____

2.  Sexe *

    *Une seule réponse possible.*

    ◯ Femme

    ◯ Homme

3.  Occupation *

    *Une seule réponse possible.*

    ◯ Aucune, actuellement au chômage

    ◯ Agriculteur

    ◯ Commerçant

    ◯ Ouvrier

    ◯ Infirmier

    ◯ Petits boulots informels

    ◯ Retraité

    ◯ Employé

    ◯ Autre : _____

4.  Combien de fils avez-vous ? *

    _____

5.  Quel est l'âge de votre fils/fille handicapé/e ? *

    _____

6.  C'est un garçon ou une fille ? *

    *Une seule réponse possible.*

    ◯ Garçon

    ◯ Fille

7. Fréquente-t-il/elle l'école ? *

*Une seule réponse possible.*

○ Oui

○ Non

8. Qui suit au quotidien votre fils/fille handicapé/e ? *

*Une seule réponse possible.*

○ Uniquement des membres de la famille

○ Une personne que nous avons chargée

○ La famille et une personne que nous avons chargée

○ Autre : _____

9. Vous avez quelques soutiens de la part de l'Etat ? *

*Plusieurs réponses possibles.*

☐ Aucun soutien

☐ Un soutien financier

☐ Un appui médical

☐ Autre : _____

10. Avec quel type de service le projet « Tous autour de l'enfance » vous a appuyé ? *

_____

11. Comment votre fils/fille a perçu les activités / actions du projet ? *

_____

12. Vous avez remarqué une amélioration de ces conditions grâce à l'appui du projet ? *

*Une seule réponse possible.*

○ Oui

○ Non        *Passer à la question 14*

13. Quelles améliorations vous avez remarquées ? *

_____

14. D'après votre expérience, comment vous jugez l'appui du projet ? *

*Une seule réponse possible.*

○ Très satisfaisant

○ Satisfaisant

○ Pas trop satisfaisant

○ Pas du tout satisfaisant

15. Y a-t-il des activités ou des services que vous auriez souhaités et que le projet n'a pas pu vous garantir ? * *Une seule réponse possible.*

⬭ Oui

⬭ Non      *Passer à la question 17*

16. Quelle activité ou quel service vous auriez souhaités ? *

_____

17. Après la fin du projet, est-ce que vous avez pu être appuyé par d'autres projets ou ONG ? *

*Une seule réponse possible.*

⬭ Oui

⬭ Non

18. Quels projets ou ONG vous ont appuyé ? *

_____

# Questionnaire pour les mères célibataires assistées par les guichets du projet " Tous autour de l'enfance ''

Ce questionnaire s'insère dans le cadre de l'évaluation du projet « Tous autour de l'enfance » financé par la coopération italienne et respecte la normative européenne en matière de protection des données à caractère personnel et notamment le règlement no 2016/679, dit règlement général sur la protection des données (RGPD). Les réponses au questionnaire, garanties par l'anonymat, ne sont ni correctes ni erronées et permettent de comprendre comment améliorer les services que le projet a promus et soutenus.

*Obligatoire

1. Année de naissance *

_____

2. Dans quelle ville vous résidez actuellement ? *

_____

3. Éducation ? *

*Une seule réponse possible.*

◯ Aucune

◯ École primaire

◯ École secondaire

◯ Études supérieures

◯ Université

4. Quelle est votre occupation actuelle ? *

*Une seule réponse possible.*

◯ Je n'ai pas mais je suis en train de chercher

◯ Je n'ai pas et ne suis pas en train de chercher

◯ Étudiante

◯ Bonne

◯ Ménagère

◯ Employée

◯ Ouvrière

◯ Commerçante

◯ Agricultrice

◯ Autre : _____

5. Avec qui vivez-vous actuellement ? *

*Une seule réponse possible.*

    ◯ Seule            *Passer à la question 7*

    ◯ Partenaire/mari       *Passer à la question 7*

    ◯ Fils

    ◯ Fils et partenaire/mari

    ◯ Parents/famille élargie    *Passer à la question 7*

    ◯ Amies            *Passer à la question 7*

    ◯ Autres locataires     *Passer à la question 7*

    ◯ Autres mères célibataires  *Passer à la question 7*

    ◯ Autre :

6. Pourriez-vous spécifier avec combien de fils vous vivez ? *

7. Où est-ce que vous habitez actuellement ? *

*Une seule réponse possible.*

    ◯ Maison de propriété/ de famille

    ◯ En location

    ◯ Chez des amis

    ◯ Chez des parents

    ◯ Centre d'accueil

    ◯ Dans la maison où je travaille

    ◯ Autre :

8. Quel est le guichet auquel vous vous êtes adressée ? *

9. Est-ce que vous connaissiez déjà le guichet ? *

*Une seule réponse possible.*

    ◯ Oui

    ◯ Non

10. Comment vous avez appris de l'existence du guichet ? *

*Plusieurs réponses possibles.*

☐ Connaissances

☐ Amies

☐ Services sociaux

☐ Hôpital

☐ Parents

☐ Collègues/employeurs

☐ Site web

☐ Réseaux sociaux

☐ Affiches / dépliants publicitaires

☐ Radio

☐ Autre : _____

11. Connaissez-vous l'organisation qui le gère ? *

*Une seule réponse possible.*

◯ Oui

◯ Non          *Passer à la question 13*

12. Vous avez affirmé de connaitre l'organisation qui gère le guichet. Pourriez-vous mentionner son nom ?
*

_____

13. En quelle année vous vous êtes adressée pour la première fois au guichet ? *

*Une seule réponse possible.*

◯ 2017

◯ 2018

14. Le guichet offre plusieurs services, pouvez-vous préciser lesquels vous avez utilisés et combien vous les jugez utiles ? *

Fournir une réponse pour chaque ligne. Si vous utilisez un dispositif smartphone placez l'écran en horizontal pour visualiser correctement toutes les options de réponse

*Plusieurs réponses possibles.*

| | Tout à fait utile | Surtout utile | Surtout inutile | Tout à fait inutile | Je ne l'ai pas utilisé |
|---|---|---|---|---|---|
| Assistance à l'accouchement | ◯ | ◯ | ◯ | ◯ | ◯ |
| Méditation | ◯ | ◯ | ◯ | ◯ | ◯ |
| (Ré)Insertion familiale et sociale | ◯ | ◯ | ◯ | ◯ | ◯ |
| Orientation au travail | ◯ | ◯ | ◯ | ◯ | ◯ |

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| | | | | | |
|---|---|---|---|---|---|
| Insertion au travail | ◯ | ◯ | ◯ | ◯ | ◯ |
| Enregistrement à l'état civil | ◯ | ◯ | ◯ | ◯ | ◯ |
| Reconnaissance de paternité | ◯ | ◯ | ◯ | ◯ | ◯ |

15. Avez-vous utilisé d'autres services qui n'ont pas été mentionnés ? si c'est le cas merci de le préciser et si vous les avez jugés utiles ou inutiles

    Exemple : service X Surtout utile ; service Y Tout à fait inutile

    _____

16. Êtes-vous encore en contact avec le guichet ? *

    *Une seule réponse possible.*

    ◯ Oui

    ◯ Non          *Passer à la question 19*

17. Pour quelle raison vous êtes encore en contact avec le guichet ? *

    *Une seule réponse possible.*

    ◯ Je reçois encore assistance de manière continuelle          *Passer à la question 18*

    ◯ Je reçois encore assistance de temps en temps          *Passer à la question 18*

    ◯ Je suis restée en contact avec les opérateurs          *Passer à la question 19*

    ◯ Je donne un coup de main en tant que bénévole          *Passer à la question 19*

    ◯ Autre : _____

18. Quels services êtes-vous en train d'utiliser ? *

    *Plusieurs réponses possibles.*

    ☐ Assistance à l'accouchement

    ☐ Médiation

    ☐ Insertion/réinsertion familiale

    ☐ Orientation au travail Insertion au travail

    ☐ Enregistrement à l'état civil

    ☐ Reconnaissance de paternité

    ☐ Autre : _____

19. Pensez-vous que le guichet ait été utile dans la solution de vos problèmes ? *

    *Une seule réponse possible.*

    ◯ Oui, tout à fait

    ◯ Surtout oui

    ◯ Surtout non

    ◯ Non, pas du tout

20. Est-ce que vous est arrivé de conseiller les services du guichet à d'autres personnes ? *

*Une seule réponse possible.*

◯ Non

◯ Oui, à une personne

◯ Oui, à plus d'une personne

21. D'après votre expérience, y a-t-il quelques services qui vous auraient été utiles mais qui n'étaient pas dispensés par votre guichet ?

Spécifier

_____

22. Y a-t-il d'autres choses qui concernent le service/les services que vous avez utilisés, positives ou négatives, dont vous souhaiteriez parler et que nous n'avons pas évoquées

_____

# Questionnaire pour les OSC marocaines bénéficiaires des formations du Projet " Tous autour de l'enfance "

Ce questionnaire s'insère dans le cadre de l'évaluation du projet « Tous autour de l'enfance » financé par la coopération italienne et respecte la normative européenne en matière de protection des données à caractère personnel et notamment le règlement no 2016/679, dit règlement général sur la protection des données (RGPD). Les réponses au questionnaire, garanties par l'anonymat, ne sont ni correctes ni erronées et permettent de comprendre comment améliorer les services que le projet a promus et soutenus.

*Obligatoire

1. Année de naissance de l'interviewé *

   _____

2. Sexe *

   *Une seule réponse possible.*

   ⬭ Homme

   ⬭ Femme

3. Dans quelle ville vous résidez actuellement ? *

   _____

4. Éducation ? *

   *Une seule réponse possible.*

   ⬭ Aucune

   ⬭ École primaire

   ⬭ École secondaire

   ⬭ Études supérieures

   ⬭ Université

   ⬭ Autre : _____

5. Nom de l'organisation d'appartenance et acronyme *
   Merci de reporter le nom complet de l'organisation ainsi que son acronyme

   _____

6. Ville et région de l'organisation *

   _____

7. Quelle votre fonction au sein de l'organisation ? *

   *Plusieurs réponses possibles.*

   ☐ Président

   ☐ Membre du conseil d'Administration

   ☐ Trésorier

☐ Chargé de projet

☐ Bénévole

☐ Autre : _____

8. Quel est votre engagement au sein de l'organisation ? *

*Une seule réponse possible.*

◯ Temps partiel

◯ Plein temps

9. Êtes-vous salarié de l'organisation ? *

*Une seule réponse possible.*

◯ Oui

◯ Non

10. Principal/aux secteur/s d'activités de l'organisation : *

*Plusieurs réponses possibles.*

☐ Droits humains

☐ Démocratie/ Bonne gouvernance/Éducation civique/Citoyenneté

☐ Droits des femmes/Genre

☐ Développement communautaire

☐ Plaidoyer et Lobbying

☐ Services (santé, eau et assainissement, éducation, etc.)

☐ Environnement et biodiversité

☐ Jeunes

☐ Culture et sports

☐ Développement social et économique

☐ Médias et nouvelles technologies de l'information et de la communication

☐ Recherche sociale et économique

☐ Défense des handicapés

☐ Défense des enfants

☐ Défense des groupes marginalisés

☐ Activités religieuses

☐ Autre : _____

11. L'organisation dispose-t-elle de: *

*Plusieurs réponses possibles.*

|  | Oui | Non | Je ne sais pas |
|---|---|---|---|
| un plan stratégique | ☐ | ☐ | ☐ |
| un plan d'action | ☐ | ☐ | ☐ |

12. Principaux bailleurs/clients :

13. Comment jugez-vous les résultats de l'activité de votre organisation ? *

*Une seule réponse possible.*

◯ Très satisfaisants

◯ Satisfaisants

◯ Pas trop satisfaisants

◯ Pas du tout satisfaisants

14. Quels sont les points de force de l'organisation dans la réalisation de ses activités ? *

*Plusieurs réponses possibles.*

☐ Compétences techniques

☐ Bonne gestion financière

☐ Participation de toute l'association

☐ Bonne relation avec les autorités

☐ Bonne relation avec les communautés bénéficiaires

☐ Implication des jeunes

☐ Implications des femmes

☐ Autre :

15. Quelles sont les difficultés majeures dans la mise en œuvre de vos projets / activités ? *

*Plusieurs réponses possibles.*

☐ Les procédures administratives

☐ Les délais trop serrés des bailleurs

☐ Les problèmes de trésorerie

☐ Assurer le cofinancement

☐ Compétences techniques insuffisantes

☐ Conflits au sein de l'organisation

☐ Environnement hostile

☐ Méfiance / conflits avec les autorités

☐ Manque de collaboration avec l'administration publique/État

☐ Méfiance des communautés bénéficiaires

☐ Incompréhension des autres organisations de la société civile

☐ Questions sécuritaires

☐ Autre : _____

16. Votre organisation adhère-t-elle ou est-elle impliquée dans des organisations faîtières / réseaux / plateformes / forum / etc. ? *

*Une seule réponse possible.*

⬭ Oui

⬭ Non

17. Combien de membres de votre organisation ont-ils participé à la formation (outre vous-même) ? *

_____

18. A quelle formation avez-vous participé ? *

*Une seule réponse possible.*

⬭ Plaidoyer

⬭ Communication

⬭ Autre : _____

19. Comment jugez-vous la formation reçue ? *

*Une seule réponse possible.*

⬭ Très utile

⬭ Utile

⬭ Pas trop utile

⬭ Pas du tout utile

20. Comment pourrait-on améliorer ce type de formations ? *

*Plusieurs réponses possibles.*

☐ Élargir à d'autres organisations

☐ Élargir à d'autres membres de la même organisation

☐ Formations moins courtes

☐ Plus d'espace aux travaux pratiques

☐ Les rendre moins épisodiques

☐ Élargir le nombre des thématiques

☐ Autre : _____

21. Quels sont les effets de la formation sur vos compétences individuelles ? *

22. La formation a-t-elle renforcé les capacités de votre organisation ? *

*Une seule réponse possible.*

◯ Oui

◯ Non         *Passer à la question 24*

◯ Je ne sais pas         *Passer à la question 24*

23. Quelles capacités ont été renforcées ? *

_____

24. Quels sont les avantages dont vous avez pu bénéficier avec la formation par rapport aux OSC qui ne l'ont pas reçue ? *

_____

25. Comment jugez-vous dans l'ensemble l'appui du projet "Tous autour de l'enfance" aux OSC marocaines ? *

*Une seule réponse possible.*

◯ Appui très important

◯ Appui assez important

◯ Appui pas trop important

◯ Appui pas du tout important

26. Quels sont les domaines prioritaires en termes de renforcement de capacités pour votre organisation ? (Lister max. 5 priorités) *

*Plusieurs réponses possibles.*

☐ Planification stratégique

☐ Leadership

☐ Gestion générale et financière

☐ Communication externe

☐ Plaidoyer et lobbying

☐ Analyse des politiques

☐ Utilisation des médias

☐ Conception et gestion de projets

☐ Internet

☐ Compétences techniques

☐ Systèmes de monitoring et évaluation

☐ Gestion des ressources humaines

☐ Gestion du personnel bénévole

☐ Autre : _____

27. Quels sont les outils les plus utiles pour le renforcement de capacités de votre organisation ? *

*Plusieurs réponses possibles.*

☐ Formation externe

☐ Formation "In-house"

☐ Accompagnement par une autre organisation plus expérimentée ou professionnalisée

☐ Accès à des services de consultance

☐ Implication dans des Réseaux de renforcement de capacités

☐ Partage de capacités (formateurs, matériels) avec d'autres organisations

☐ Internship /"jumelage" avec d'organisations partenaires

☐ Autre : _____

## ANNEX 6: Grid and guidelines for the interviews

**<u>Entretiens avec les OSC engagées dans la thématique des mères célibataires et protection de l'enfance</u>**

- Quels sont les points de force et les faiblesses de la SC engagée dans le soutien aux mères célibataires et la défense de l'enfance abandonnée ?
- Qu'est-ce que le projet "Tous autour de l'enfance" a réussi à changer par rapport à ces thématiques ?
- Qu'est-ce vous pensez que la SC doit faire pour donner sa contribution à la gestion de ces problématiques ?

**<u>Entretiens avec les parents d'enfants avec handicap</u>**

- Qu'est-ce que les associations de la SC peuvent faire pour les enfants handicapés et leurs familles et quel rôle pour l'Etat ?
- Quelle contribution a apporté le projet "tous autour de l'enfance" ?
- Quels sont les aspects et/ou les problématiques que le projet n'a pas pu traiter et que d'après vous sont fondamentales ?

**<u>Entretiens avec les journalistes</u>**

- Comment faire passer un message positif sur la question des mineurs abandonnés ? Quel type de message serait le plus efficace?
- Quels ont été les points de forces et les faiblesses des actions de communication du projet "tous autour de l'enfance" (s'ils ne le connaissent pas, passer à la question suivante)
- Quels sont les outils communicatifs les plus appropriés et efficaces à utiliser pour faire passer les messages sur la question des mères célibataires et de l'enfance abandonnée ? quels pourraient être les publics de référence ?

**<u>Entretiens avec les OSC s'occupant d'enfants handicapés</u>**

- Quels sont les points de force et les faiblesses de la SC engagée dans le soutien aux enfants handicapés ?
- Qu'est-ce que le projet "Tous autour de l'enfance" a réussi à changer par rapport à cette thématique ?
- Qu'est-ce vous pensez que la SC doit faire pour donner sa contribution à la gestion de cette problématique ?
- En revanche quel devrait être le rôle de l'Etat ?

# GRILLE POUR INTERWIEWS OSC RESPONSABLES 7 GUICHETS

1. Le guichet existait-il auparavant ?
2. Qu'est-ce que le projet « Tous autour de l'enfance » aurait apporté à l'OSC pour organiser/renforcer le service ?
3. Comment peut-on juger l'appui du projet ?
4. Quels sont les aspects les plus positifs qu'on pourrait mentionner de l'appui du projet « Tous autour de l'enfance » ?
5. Quelle valeur ajoutée pourrait-on mentionner pour le projet à propos de la politique de soutien aux mères célibataires et en difficulté, aux enfants abandonnés et les enfants handicapés ?
6. Y a-t-il des aspects de l'action des guichets que le projet n'a pas pu traiter et qu'il aurait été utile de prévoir ?

# GRILLE POUR OPERATEURS

1. Vous avez été formé en tant qu'opérateur dans le secteur du handicap dans le cadre du projet « Tous autour de l'enfance ». C'est la première formation dont vous avez bénéficiée après vos études ?
2. Qu'est-ce que cette formation vous a apporté en termes de connaissances ?
3. Comment jugez-vous la formation reçue ?
4. Y a-t-il des aspects que la formation n'a pas pu traiter et que vous auriez souhaité ?
5. Quelle est la valeur ajoutée que le projet a pu apporter aux thématiques du handicap
6. Vous êtes toujours un opérateur dans le secteur du handicap ?
   6.1 Si non, pourquoi vous avez abandonné ce boulot ?