

07/01/2020

UNHCR Evaluation Management Response	
Evaluation title:	Morocco Country Portfolio Evaluation
UNHCR evaluation reference:	ES/2019/05
Entity that commissioned the evaluation:	Evaluation Service
Date of Management Response:	7 January 2020

General comments on the evaluation:	<p>The evaluation exercise has been conducted with the full participation of key actors at all levels, including government counterparts, partners, UN agencies, major donors and refugee communities. The results of the evaluation reflect the comprehensive strategy of the Morocco operation and the recommendations address a wide range of operational aspects thereof. Therefore, the management response below focuses on the prioritized top line actions.</p> <p><u>The results of the report are fully integrated into UNHCR planning process. However, the full implementation of the recommendations requires additional reinforcement of resource mobilisation for its full realization, especially to address health and cash assistance for education and those with specific needs.</u></p> <p>A recurrent issue with respect to protection and socio-economic integration is the lack of access to official documents, especially residency permits. The office will continue working with the authorities concerned through reinforced advocacy.</p>
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RECOMMENDATION 1:	<p>Support to the national asylum system and joint RSD procedure: UNHCR should continue supporting state institutions (Ministries, CNDH), with secondment of staff, technical assistance, institutional capacity development, and should continue participating in regular NSIA coordination forums. UNHCR should continue to remain a strategic partner to the government: influencing asylum policy development and ensuring refugee interests are represented in major discussions about the migration policy. UNHCR should continue fostering involvement of members of the Bureau des Réfugiés et Apatrides (BRA) in Refugee Status Determination (RSD) interviews, in order to sensitize them on the importance of adopting international asylum standards, and advocate for integrating a gender approach into the BRA, and the ad-hoc inter-ministerial commission.</p>
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Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		DIP, Country Rep, MENA Bureau				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	Elaborate and implement GCR Action Plan in accordance with recommendations adopted during the October 3, 2019 Roundtable	UNHCR	In October 2019, UNHCR and the Government jointly organized a Roundtable for the development of a Global Compact on Refugees (GCR) Action Plan. With more than 160 participants, bringing together key government officials, UN agencies, the civil society, academics and the private sector, key recommendations were adopted on: (1) Protection and assistance of refugees (2) Socio-economic integration and financial inclusion	31 Dec 2021	Ongoing	
	Pursue the capacity support plan and knowledge sharing with the authorities concerned for building national asylum system	UNHCR	Organise with the Office of Refugees and Stateless Persons (BRA) knowledge sharing events to review current practice on the division of responsibilities in the asylum procedures between BRA and UNHCR. Such initiatives will pay special attention to the gender sensitive approach of the procedures.	31 Dec 2020	Planning	
RECOMMENDATION 2:		Access to asylum, registration, advocacy: UNHCR should seek to involve major institutional donors (e.g. EU) and international partners in a medium-term common advocacy strategy for the introduction of the asylum law and protection of PoCs in Morocco. This strategy should include national parliamentarians in order to raise awareness about the need for the national asylum law to pass. Concurrent to this strategy, UNHCR should continue carrying out capacity-building activities on asylum and protection with its national partners (Ministry of Foreign Affairs, CNDH, and civil society organizations). In the				

		<p>absence of a national legal framework, UNHCR should work with legal bodies (lawyers and judges) to establish case law favourable to PoCs.</p> <p>Furthermore, UNHCR should support organizational development and joint strategic planning with implementing partners to consolidate the effectiveness, quality, and sustainability of CSO efforts in responding to refugee needs in the long term. UNHCR should capitalize on the activities of PWGs, by reinforcing linkages between the PWGs and local authorities - in order to improve the provision of public services at the local level.</p>				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		DIP, Country Rep, MENA Bureau, DER				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	Enhance knowledge sharing with locally elected representatives and the members of parliament on the legal frameworks of asylum	UNHCR	<p>Awareness sessions with members of the local officials were organized in the Oriental Region in 2019 to ensure that refugees are targeted in the regional development planning.</p> <p>These activities will be developed in other regions such as Tanger, Casablanca and Rabat and will be expanded to municipal actors.</p>	31 Dec 2021	ongoing	
	Develop a regional action plan through organising a forum for local authorities and Protection Working Groups (PWGs)	UNHCR	Promote the integration of local authorities in different domains of public services into PWGs' initiatives and Global Compact on Refugees (GCR) action plan, through regional working sessions in major locations (Casablanca, Tanger, Oujda, Fes/Meknes, Marrakech, Agadir).	31 Dec 2021	Ongoing	

	Organise briefing/ advocacy sessions with the diplomatic corps and IOM on the SNIA and the protection of PoCs in Morocco	UNHCR	In close consultation with the authorities, bring together the Ambassadors and the Representatives of UNHCR and IOM for work sessions on the SNIA and the two global compacts. The purpose of the sessions is to discuss the current situations of refugee protection in Morocco and the outcomes of SNIA.	31 Dec 2020	Planning	
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RECOMMENDATION 3:	<p>Assistance and access to services (health, education, and cash-assistance):</p> <p>Health: Review the implementation of UNHCR primary health care provision of services and conceive a new approach, together with the AMPF and the MoH, to reinforce access to and capacities of primary health centres in neighbourhoods where refugees are present in Rabat, Fes and Marrakech (potentially including UNHCR technical assistance and capacity-building for the public health system). Further, UNHCR should support the implementation of the MoH national programme on mental health, integrating specific needs of refugee populations, in collaboration with specialized organizations.</p> <p>Education: Support Ministry of Education national initiatives to tackle early drop-out of refugee children and reinforce linkages between school, non-formal education and vocational training (apprenticeships). The programme could have several areas of focus:</p> <ul style="list-style-type: none"> • Set up a rapid response unit at FOO to engage families in mediation whenever a child drops out of school. • Increase the level of cash assistance for families when children reach secondary age, to prevent families encouraging or allowing their children to drop out of school. • Identify potential partners by mapping organizations involved in learning support, non-formal education and vocational training (apprenticeships). • Encourage refugee students to support and mentor refugee children in primary school, based on the Albert Einstein German Academic Refugee Initiative (DAFI) Programme model.
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		Cash assistance: Strengthen the link between the targeted beneficiaries in the cash for basic needs programme with IGA creation opportunities and enhance the complementarity of services provided to these refugees to be able to reach self-reliance through taking into consideration their vulnerabilities				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>Rather than recommended conception of a new approach, as evoked by the recommendation, UNHCR will enhance the implementation of UNHCR primary health care provision of services together with the government and the partner in order to reinforce access to and capacities of primary health centres throughout the country.</p> <p>Concerning the creation of a rapid response unit at FOO, considering that the child drops-out cases happen in each and every region for different reasons including deep-rooted causes (culture, tradition, religion etc.) as well as that the regional presence of the FOO is minimally staffed, this recommendation is neither feasible nor effective. The strategy focuses rather on continuing to reinforce FOO's sensitisation activities for refugee parents on the importance of the education of their children.</p>				
Unit or function responsible:		DRS, Country Rep, MENA Bureau				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	Ensure integration of refugees into national health strategy through strengthening relation with the Ministry of Health	UNHCR	UNHCR will organise a series of working sessions with Ministry of Health personnel in order to advocate full integration of refugees into the National Strategy 2019-2025 on health and migration so that refugees will receive full public health services equivalent to nationals.	31 Dec 2020	Planning	
	Define strategy on mental health with the authorities, PWG members and others concerned	UNHCR	UNHCR will organise with the authorities working sessions on mental health and psychosocial supports both in Rabat and the regions for ministerial counterparts in Rabat, local authorities, PWG members and other civil society actors concerned in order to	31 Dec 2020	Ongoing	

			better integrate refugees into the national mental health programme			
	Revise the CBI SOPs for reinforcing access to education for children at secondary age (12-17)	UNHCR	<p>Revise the existing CBI SOPs so that cash assistance targeting families with children at secondary age (12-17) will be particularly increased in order to provide incentives to refugee families for the continuation of the education of their children at secondary level and to further improve their enrolment retention rate</p> <p>The realisation of this action is critically subject to the availability of resources.</p>	30 June 2020	Ongoing	
	Revise the CBI SOPs for reinforcing participation of refugee students in general in education mentoring support services for refugee children	UNHCR	<p>Revise the CBI SOPs by including the provision of transport assistance for refugee students receiving UNHCR's general scholarship support who contribute to education mentoring support services for refugee children in primary and secondary school, so that refugee children especially those facing difficulty of integration into school systems in Morocco are better supported as well as that the spirit of community participation is further reinforced and realised via refugee students at university.</p> <p>The question of resources is particularly critical for CBI activities.</p> <p>The realisation of this action is subject to the availability of resources.</p>	30 June 2020	Ongoing	

	Mapping potential partners on non-formal education and vocational training	UNHCR	Organise participatory mapping exercises together with the FOO, including its regional colleagues, in order to identify potential partners in learning support, non-formal education and vocational training in Rabat and the regions to further reinforce refugee children's access to these education/training opportunities	31 Dec 2020	Ongoing	
RECOMMENDATION 4:		Approach to Durable Solutions: <ul style="list-style-type: none"> • Explore synergies with development actors (particularly the EU, bilateral agencies, and the World Bank) - to integrate refugee populations into national systems and programmes, aimed at better social protection, health coverage, employability and access to finances for vulnerable and underserved groups. • Promote access among refugee populations to financial instruments (micro-credits) for IGAs and refugee entrepreneurial initiatives and introduce accompanying measures to ensure proper understanding and management of financial issues, opportunities and risks. • Develop an integrated approach containing three separate IGA access procedures, with differentiated entry criteria, procedures and financial support arrangements to better match provision to refugees' profile. • Strengthen the employability component of the CO by expanding the AMAPPE team (Association Marocaine d'Appui à la Promotion de la Petite Entreprise / Moroccan association to support small enterprises), and establish a permanent presence in Casablanca so that AMAPPE can deepen its partnership with CGEM (Confédération générale des entreprises du Maroc / Confederation of industries of Morocco), and harness the full potential of the private sector in the economic capital city. • Strengthen resettlement arrangements for the most vulnerable refugees and continue to seek complementary pathways of accessing third countries through the issuance of humanitarian visas, family reunification, study visas and work programmes. Promote voluntary repatriation by making assistance more attractive, setting up mechanisms allowing refugees to create IGAs in countries of origin under conditions similar to those existing in Morocco. 				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						

Unit or function responsible:		DRS, Country Rep, MENA Bureau				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	Proceed and expand synergies with development actors.	UNHCR	UNHCR Morocco is part of the SNIA follow up committees organised by the Ministry of Foreign Affairs (for health, education, economic integration and governance) and advocate for further integration of refugees into the national system (national job agency, national vocational training centers, Financial Service Providers...). UNHCR Morocco is also planning to partner with the Belgian Cooperation (ENABEL) and the World Bank on access to wage employments and vocational training.	31 Dec 2020	Ongoing	
	Proceed and expand access among refugee populations to financial instruments	UNHCR and IP, AMAPPE	UNHCR has established an MoU with one Financial Service Provider (FSP) who agreed to grant microcredit to refugees. However, this institution is located only in the north of Morocco. One of the 2020 objectives for UNHCR Morocco and its partner AMAPPE is to sign new MoUs with nationwide SPs. Negotiations with three potential partners will be held to discuss access to microcredits for refugees, sign conventions and implement the programme in 2020.	31 Dec 2020	Ongoing	
	Develop an integrated approach containing three separate IGA access procedures	AMAPPE	AMAPPE has integrated this recommendation into its 2020 plan and has created three types of IGAs, with three types of selection and sources of funding.	January 2020	Done	
	Strengthen the employability component of the Country Office by expanding the AMAPPE team and establish a permanent presence in Casablanca	AMAPPE	AMAPPE has integrated this recommendation into its 2020 plan. AMAPPE has not only re-organised its counsellor system so that one of them is covering the city of Casablanca full-time, but it is also going to open an office in Casablanca.	January 2020	Done	

	<p>Reactivate partnerships with CGEM, and the Ministry to increase bilateral agreements with sectorial federations</p> <p>Diversify the engagement portfolio by working with other thematic commissions of the CGEM</p> <p>Deepen the partnership and harness the full potential of the private sector and advocate for engagement of the CGEM's members in asylum policy formation.</p>	UNHCR	<p>UNHCR will establish a tripartite contact with the new management of CGEM and the Ministry of Foreign Affairs develop a plan of action that sets out priority objectives in alignment with the GCR's recommendations and its objectives: Multilateral meetings will be held including with the Ministry of Foreign Affairs and the Ministry of Education and Vocational Training.</p> <ul style="list-style-type: none"> - Advocacy sessions with sectorial federations and other unions of enterprises and syndicates. - Partner with representatives of small and medium size enterprises. - Organise the national forum with the private sector to expand network and strengthen advocacy. - Increase the number of meetings with HNWI to maximise chances of successful fundraising <p>Explore PPH through 'religious giving' with Islamic banking in Morocco.</p>	31Dec 2020	Ongoing	
	Strengthen access to complementary pathways for refugees	UNHCR	<p>UNHCR will advocate with embassies to identify complementary pathways available from Morocco and to facilitate access of refugees to complementary pathways.</p> <p>UNHCR will continue to identify refugees in need of complementary pathway supports and assist them during the administrative procedures with the embassies.</p>	31 Dec 2020	Ongoing	
RECOMMENDATION 5:		Approach to gender responsive programming: Review the design of the UNHCR Morocco Action Plan 2019 on AGD and reinforce its implementation through the introduction of "sector-tailored" operational measures in all programmes to contribute to the reduction of barriers and inequalities due to gender factors.				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				

Reasons (if partially agree or disagree):		The UNHCR Morocco Action Plan 2019 on new AGD policy has been conceived after the joint deep-dive mission organised by HQs and MENA Office in 2018 according to the proposed participatory and prioritisation methodologies by the mission team. The focus therefore should rather be to reinforce its implementation through sector-specific measures, especially on gender responsive programming.				
Unit or function responsible:		Country Rep, DIP, MENA Bureau				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	Update AGD policy action plan on gender equality	UNHCR	Some of the interventions proposed in the existing new AGD action plans on gender equality core actions (core actions 1, 6-10) validated after the HQ's deep-dive mission in 2018 have been already achieved, while the rest remain to be achieved in need of reinforced operational supports. UNHCR will hold UNHCR MFT consultation sessions with the major implementation partners concerned in order to update existing action plans related to gender equality related core actions and revise if necessary, with newly proposed interventions.	30 June 2020	Ongoing	
	Improve gender-segregated data collection and analyses in the reports of the partners concerned	UNHCR	The Gender Equality focal point of UNHCR will review major periodic reports submitted by the implementation partners and share written comments and suggestions in order to improve gender-based data segregation, analyses on the gender tendencies in their project implementation and clearer/more specific explanations on their actions taken according to the new AGD policy action plans related to gender equality core actions.	31 Dec 2020	Ongoing	
RECOMMENDATION 6:		Apply the appropriate response to protection needs in a national context characterized by mixed migration and the transfer of responsibilities to the GoM:				

		<p>Consolidate joint technical working teams (MDCMREAM, other ministries, IOM, UNHCR, international agencies) and plan inclusive participatory exercises (including local authorities) to ensure national ownership during the development of national action plans for both the GCM and GCR.</p> <p>Strengthen operational links with MDCMREAM by creating an annual action plan and an operational coordination mechanism.</p> <p>Intensify efforts to define a common operational framework and protection standards, as well as clear and stable coordination mechanisms, between the public administration at central and local levels, CSOs and, in particular, PWGs.</p>				
Management response:		<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):						
Unit or function responsible:		DIP, Country Rep, MENA Bureau				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
	Engage in migration coordination platforms with the UN agencies and the authorities	UNHCR	<p>UNHCR is cochairing a Migration Working Group with IOM. In the current initiative of revising the UN joint programme in line with GCR and GCM, UNHCR will maintain a central role in the discussions in order to ensure that refugee protection mandate is fully reflected into the programme.</p> <p>UNHCR will actively engage in the migration steering committees headed by the Ministry of Foreign Affairs to enhance refugee protection in line with the GCR.</p>	31 Dec 2020	Ongoing	