

Annual Review - Summary Sheet

| | | |
|--|--|--------------------------------|
| PROGRAMME TITLE: Morocco North Africa Good Governance Fund (NAGGF) | | |
| Country/Region: | Morocco, North Africa | |
| HMG Partners (LEAD in bold) | Foreign and Commonwealth Office (FCO) | |
| Total Budget: | ODA: £1.22m | Non-ODA: £0 |
| Start Date: 1 August 2016 | | End Date: 31 March 2017 |
| Outputs | | Score |
| Livelihoods are improved through tackling the skills gap, creating jobs, and improving the regulatory environment for business. | | A |
| The Moroccan justice system is better able to serve and protect the population. | | A |
| Stability, security and prosperity in northern Morocco supported through a well-designed, integrated approach to political, security and economic drivers of instability | | C |
| The UK better understands the drivers of instability in Morocco and funds programmes that successfully address these drivers | | B |
| Outcome: UK supported aspects of Morocco's 2011 constitutional reform agenda on track, risks of radicalisation reduced, economic opportunities improved. | | |
| Outcome Score: N/A | | Risk: Medium |

Summary of Programme Performance

| | | | | | | | | |
|-----------------|---------------|--|--|--|--|--|--|--|
| Year | 16/17 | | | | | | | |
| Programme Score | B | | | | | | | |
| Risk Rating | Medium | | | | | | | |

What support is the UK providing?

In 2016-17, the UK provided support to a range of projects through the North Africa Good Governance Fund (NAGGF), with total spend of £1.17m by the end of the financial year. These covered social enterprise, integration of marginalised youth, training for police and prison authorities, and studies into drivers of instability in Morocco.

Summary of progress and lessons learnt/actions taken since last review

This was a mostly new programme, put together partly based on existing FCO Arab Partnership (AP) and Bilateral Programme Budget (BPB) projects, and partly developed from scratch. A temporary Head of Programmes (HoP) from the UK based at the British Embassy in Rabat carried out the initial programme design, before a more permanent (1 year) HoP was appointed in autumn 2016. Existing locally engaged staff who had worked on AP and BPB took up the day-to-day management of NAGGF projects.

The programme experienced internal and external delays that impeded progress against its objectives. These included a six-month hiatus in government following elections. As a result of these delays, the programme team identified early the need to return around 40% of their original NAGGF budget. This was done in a timely fashion that enabled funds to be redistributed around North Africa.

During the year, the original results framework for the 2016/17 programme was heavily revised for the better, with the overall number of outputs brought down. These are intended to form the basis of results measurement for the next four years of NAGGF programming in Morocco.

During this short and busy time, the programmes team has clearly grown into its role, and demonstrates excellent knowledge of the local context and a firm grasp of CSSF procedures, benefiting from training and on-the-job learning. The team has invested in building solid relationships with implementing partners.

Summary of key recommendations for the next year

Strategic: The different programme boards should be combined to form a Morocco Country Board involving all National Security Council (NSC) departments represented at Post and other interested parties as observers. The new Country Board should meet regularly and take an active role in scrutinising impact against NSC objectives and reviewing financial performance and risk. The Embassy

should regularly hold meetings with other donors to ensure donor funds are complementary, avoid duplication of efforts and coordinate on approaches to areas of mutual interest where possible.

Monitoring & Evaluation: Consider whether the revised results framework should be amended again in order to make a better distinction between outputs and outcomes, reviewing the indicators in the process. Evidence from all projects and research undertaken should be used to update the theory of change for the 2018/19 programme. The planned political economy analysis should be conducted so that its findings can influence the design of the 2018-19 programme. Findings should also be communicated to project implementers to strengthen their approach to conflict sensitivity.

Finance: The planned improvements to quality controlling budgets and spot-checking expenditure of all projects should be carried out and lessons recorded. Lessons should be recorded and shared with other Middle East and North Africa (MENA) posts.

Programming: The Embassy should prioritise the Integrated Programme for Northern Morocco, as it is the most relevant project in the portfolio that addresses the broadest range of National Security Council objectives. Conduct a partner mapping exercise, looking at both local and international NGOs. Ahead of the 2018-19 programming cycle, carry out a rigorous assessment of the compatibility of projects with the priority areas of the NSC strategy. Keep the number of projects down and consolidate where appropriate to reduce the management burden and ensure the areas covered by the programme are not spread too widely. Develop, update and have the Country Board scrutinise a programme-wide risk register. Continue work to systematise gender sensitivity in project selection, implementation and reporting, taking advice from the regional Gender Adviser. Develop an action plan for executing these recommendations.

If these recommendations are implemented and project delivery continues to improve at its current rate the rating of B for this financial year should be convertible into an A at the end of 2017/18.