

| UNHCR Evaluation Management Response | | | |
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| Evaluation title: | | | |
| UNHCR evaluation reference: | Évaluation de la stratégie du Bureau Multi-pays de Sénégal 2021 – 2024 | | |
| Entity that commissioned the evaluation: | Evaluation Office | | |
| Due date of Management Response: | 1 st of July 2025 | | |
| Coordinator of Management Response: | | | |
| Management Response approved by (<i>senior manager in commissioning office</i>): | Abdourouf Gnon Konde | Director | Regional Bureau for West and Central Africa |
| Date: | [add date MR is filled and submitted to evaluation manager] | | |
| | | | |
| General comments on the evaluation: | [add any general remarks by the commissioning office on the evaluation findings, recommendations] | | |
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| RECOMMENDATION 1: | <p>Improve UNHCR's capacity for dialogue and its positioning vis-à-vis national partners, particularly in countries where institutional communication channels have weakened.</p> <p>Suggested options for action</p> <ul style="list-style-type: none"> - Strengthen communication with national partners to clarify obligations, commitments and expectations in a changing sub-region and context. - Identify opportunities and “entry points” for international protection adapted to the times, opportunities and capacities of each country in the sub-region. - Promote the positioning of Guinea-Bissau as a reference country for the implementation of sustainable solutions. | | |

| Management response: | | <input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
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| Reasons (if partially agree or disagree): | | <p><i>[add only if partially agree or disagree was selected]</i></p> <p>While further highlighting and promoting the best practices identified in Guinea-Bissau, Senegal should nevertheless be regarded as the key country for implementing solutions, given its central position and geographical and geostrategic importance within the sub-region.</p> <p>The closure of the Senegal MCO, scheduled for the end of June 2025, which was not anticipated during the evaluation, must be taken into account. It should be noted that the roadmap has only just been developed and that a large number of actions still need to be implemented, particularly in collaboration with the partners and the communities with whom and for whom we work.</p> | | | | |
| Unit or function responsible: | | Regional Bureau Senior Management Team | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
| | | | | | Status | Comments |
| 1 | Communicate closure of the MCO Senegal | RBWCA & MCO Senegal | <p>Preparations for communications regarding the closure of MCO Senegal are underway for partners, as well as for forcibly displaced and stateless persons. However, guidance from the Regional Bureau for West and Central Africa (RBWCA) is needed on communication modalities with the Government, and this should be clearly addressed in the finalized closure road map.</p> <p>In preparation for the upcoming closure, collective communication is ongoing to clarify the roles of partners and define expectations in the context of operational changes. However, it is essential to complement this with an individualized approach by developing clear guidance documents for each partner. These documents should outline specific actions required, communication channels, and operational modalities—especially in countries where UNHCR will carry on having no physical presence.</p> | Before 30 June 2025 | planned | As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead if not fully implemented by then. |
| 2 | Identify opportunities and entry points on international protection matters according to opportunities and capacities in every country in the region | MCO Senegal & RBWCA | With the new Route-Based Approach (RBA) project, the whole of the Protection Strategy has been reviewed. | 30 June 2025 | Done | As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead if not implemented by then. |

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| 3 | Promote Guinea-Bissau as good practice country for durable solutions | MCO Senegal & RBWCA | No action has been taken on this recommendation due to recent budget constraints, staffing capacity, and associated mission travels, etc. Note that the same methodology was initially started in 2023 through a study visit by the government of Gambia to Guinea-Bissau to learn about successful local integration and ongoing naturalization processes. The same approach may be utilized in the future by RBWCA to for example to inspire Guinea-Conakry, where the naturalization and integration are yet to be fully completed and requires more repetitive advocacy. | 31 December 2025 | Planned | Not only Guinea-Bissau should be considered. Taking into account the RBA project where Senegal is prioritized as pilot country, it should be the first one. Guinea-Bissau will be portrayed depending on capacity and resources (ie: 2 nd phase RBA). |
| RECOMMENDATION 2: | | Strengthen capacity to analyze and respond to sub-regional mixed movements Suggested options for action <ul style="list-style-type: none"> - Strengthen interaction with national partners (through efficient working methods) to improve knowledge of local contexts and forced displacement routes to countries on the Atlantic coast and to the north (in particular borders, but also points of departure and settlement). - Develop the route-based approach (in collaboration with IOM) in the sub-region and in connection with the Country Offices in Mauritania, Morocco and Spain (Canary Islands). Closer cross-border communication between MCO and CO Mali and CO Mauritania. - Revise the UNHCR document Operationalizing the Route Based Approach in West and Central Africa (routes and risks in Guinea Bissau and Guinea) and explore the development of a Joint Response Plan (based on the example of the Gulf of Guinea Joint Response Plan 2024). - Elaborate national roadmaps (or similar) under the “wider Sahel” approach and strategy for Atlantic coast countries under the Senegal MCO. - Identify and develop joint actions with other UN agencies, national partners, ECOWAS and regional organizations (and associated funding opportunities). - Facilitate exchanges between the various National Commissions to share experience and best practice in managing population flows. | | | | |

| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
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| Reasons (if partially agree or disagree): | | <i>[add only if partially agree or disagree was selected]</i> | | | | |
| Unit or function responsible: | | Regional Bureau Senior Management Team | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
| | | | | | Status | Comments |
| 1 | Reinforce interaction with national stakeholders to know local context and routes of forced displacement | MCO Senegal & RBWCA | <p>Several missions, including evaluation missions under the Route-Based Approach (RBA) as well as complimentary missions outside the RBA—particularly within the frameworks of UNHSF and PROMIS for the assessment of returns from Mauritania—were conducted during 2025.</p> <p>The office is actively collaborating with strategic partners, including IOM and relevant Senegalese government institutions. Furthermore, a partnership agreement has been signed with CIAUD to implement the RBA project through 31 December 2025. With support from the RBWCA, MCO Senegal has made significant contributions to fundraising efforts for this initiative. Once funding for the upcoming years is secured, the implementation of the RBA is expected to deliver positive results aligned with the recommendations.</p> | 31 December 2025 | ongoing | As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead |
| 2 | Develop RBA in coordination with IOM | RBWCA & MCO Senegal | Further engagement with IOM is necessary. While UNHCR has made efforts to address these recommendations through collaboration with IOM at both the regional and country levels, additional follow-up will be required to ensure the sustainability of the response, particularly beyond 2025. | 31 December 2025 | ongoing | As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead |
| 3 | Review the operationalization of RBA and develop a Joint Response Plan | RBWCA & MCO Senegal | Done, within RBA project. Senegal will be the one prioritized though as pilot country for RBA. | 30 June 2025 | Done | Through SIDA for 2025 and being developed for 2026 for a joint proposal with IOM |
| 4 | Develop national road map | RBWCA & MCO Senegal | Done, within RBA project. Senegal will be the one prioritized though as pilot country for RBA. The rest for a 2 nd phase. | 30 June 2025 | Done | Through SIDA for 2025 and being |

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| | | | | | | <i>developed for 2026 for a joint proposal with IOM</i> |
| 5 | <i>Identify and develop joint action with other national and regional stakeholders, including UN, national partners and ECOWAS</i> | <i>RBWCA & MCO Senegal</i> | Ongoing: MCO Senegal is collaborating with other UN agencies, including IOM and UNDP, to jointly implement initiatives focused on human security, climate change, and inclusion, ensuring that the needs of forcibly displaced people are also addressed. | <i>31 December 2025</i> | <i>Ongoing</i> | |
| 6 | <i>Facilitate exchanges among Refugee Commissions on good experiences and practices</i> | <i>RBWCA</i> | Pending | <i>31 December 2025</i> | <i>planned</i> | <i>As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead</i> |
| RECOMMENDATION 3: | | Consolidate the operation of national asylum systems to ensure essential standards of protection Suggested options for action <ul style="list-style-type: none"> - Continue to develop specific action plans (including capacity building) with National Commissions to prioritize the review of key refugee status determination procedures and identify mechanisms to empower the functioning of the asylum system. - Develop awareness-raising and training tools for border security forces, and asylum application mechanisms adapted to national/sub-national circumstances. - Draw up maps to identify progress and bottlenecks by country, and support advocacy actions to improve access to refugee status, recognition and renewal of refugee cards by administrations and companies. - Promote the domestication of the new clauses arising from the African Union's Additional Protocol on statelessness and access to nationality. - 5. Resettlement: diversify resettlement countries, especially for LGBTIQ+ people, simplify procedures, and clearly communicate the resettlement mechanism to people. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | <i>[add only if partially agree or disagree was selected]</i> | | | | |

| Unit or function responsible: | | Regional Bureau Senior Management Team | | | | |
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| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | Develop national capacity development action plans | MCO Senegal & RBWCA | Following the Regional Workshop in September 2024, Capacity Development Action Plans were submitted by the Refugee Commissions of Guinea, Senegal, and Sierra Leone. Despite repeated requests, the authorities in The Gambia and Guinea-Bissau have yet to submit their plans. | 31 July 2025] | Depending on the country: - planned: The Gambia and Guinea-Bissau - ongoing: Senegal and Sierra Leone | Several discussions have taken place between RBWCA and MCO Senegal. For RBWCA to take the lead after closure of the operation. |
| 2 | Develop awareness and capacity-building tools for security forces at border points | MCO Senegal & RBWCA | MCO Senegal has allocated some funds in the new partnership agreement. It was expected that some of these trainings would be organized through Direct Implementation budget to continue capacitate partner staff in 2025. However, the resource limitation and or Freezing could not allow the operation to go further. Considering the ongoing process of MCO Senegal, subsequent responses to this recommendation will have to be implemented by the RBWCA in 2026. | 31 December 2025 | planned | As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead |
| 3 | Develop services maps related to access to asylum and related rights, including documentation | MCO Senegal & RBWCA | In current discussions within RBWCA | 31 December 2025 | planned | As MCO Senegal will be closing as of 30 June 2025, RBWCA should take the lead |
| 4 | Promote the domestication of African Union Protocol on Statelessness and Access to Nationality | MCO Senegal & RBWCA | <p>This action was not completed due to limited capacity and its subsequent deprioritization in light of the upcoming closure of MCO Senegal. Responsibility for addressing and following up on these recommendations will be transferred to the Regional Bureau for West Africa. This transition aims to ensure continuity and enable the Regional Bureau to lead further actions during 2026–2027.</p> <p>In addition, the domestication of the protocol will require several key steps. These include allocating dedicated budget lines within each agreement signed with partners at both the local and regional levels, as well as maintaining sustained</p> | 31 December 2025 | planned | RBWCA to take the lead regionally, and after closure of MCO Senegal |

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| | | | engagement with a range of stakeholders, including government institutions and community leaders. | | | |
| 5 | Diversify Resettlement (RST) countries | RBWCA | Ongoing discussions are taking place, in coordination with HQ, regarding the 2026 resettlement (RST) quota. Since mid-May 2025, there has been no dedicated RST staff within MCO Senegal. It is important to emphasize the need for a minimum budget allocation to cover associated costs, such as training sessions, interpretation services, and staffing. These resources are essential to ensure a comprehensive and effective response that fully aligns with the recommendation. | 31 December 2025 | ongoing | RBWCA purview. |
| RECOMMENDATION 4: | | Expand national ecosystems for protection and social-economic integration, with a view to sustainable response. Suggested options for action <ul style="list-style-type: none"> - Support UNHCR programming exercises with mapping of national programs, UN agencies and major international cooperation agencies, in order to seek synergies and include fundraising targets. - Develop a partnership strategy (private sector, regional philanthropy, financial institutions) and fund-raising strategy to promote inclusive public policies and the socio-economic integration of refugees. - Require partner NGOs (PPAs) to have a strategic plan to situate actions undertaken with refugees within a theory of change based on a diversification of funds and a clean financing model. - Explore partnerships to meet the assistance needs of the most vulnerable refugees (new arrivals, single women with children, children, LGBTIQ+). - Redefine 'a sub-regional education strategy based on new partnerships to strengthen schooling and vocational training (e.g., UNICEF, other actors). - Develop a strategy based on new partnerships to promote access to employment and income-generating activities for refugees in urban and rural areas (e.g., employability mapping, alliances with public employment agencies and training organizations, alliances with the private sector, micro-credit, specialized organizations). | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | [add only if partially agree or disagree was selected] | | | | |
| Unit or function responsible: | | Regional Bureau Senior Management Team | | | | |
| Top-line planned actions | By whom | Comments | | | Progress | |

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| 1 | Support UNHCR programming within services maps in national development, UN and international cooperation plans | RBWCA & MCO Senegal | This is an ongoing process that will be handed over to the Regional Bureau. | 31 December 2025 | ongoing | RBWCA to take the lead regionally, and after closure of MCO Senegal |
| 2 | Develop a partnership engagement strategy | RBWCA & MCO Senegal | Draft strategy ready from MCO Senegal and shared with RBWCA, awaiting feedback. | 30 June 2025 | ongoing] | RBWCA to take the lead regionally, and after the closure of MCO Senegal |
| 3 | Support partners, particularly NGOs, to strategize, including diversification of donors | RBWCA & MCO Senegal | Ongoing: Through the review of current PFAs, adjustments to the Route-Based Approach (RBA), and engagement with a new RBA partner, MCO Senegal has been mobilizing funds to support and diversify initiatives such as the Route-Based Approach and other joint projects with UN agencies (IOM, UNDP). Fundraising opportunities have been shared with MCO partners as part of ongoing sensitization efforts. However, continued efforts are needed to further sensitize partners on the importance of diversifying donor sources. | 31 December 2025 | ongoing | RBWCA to take the lead regionally, and after closure of MCO Senegal |
| 4 | Explore partnerships to respond to the needs of most vulnerable refugees, such as UASC, LGBTQ+., women and girls at risk... | RBWCA & MCO Senegal | Ongoing: Discussions were held with PRM in 2024 and early 2025. It remains important to clarify whether this will continue to be a priority for them and, if necessary, to engage with other potential and current donors. | 31 December 2025 | ongoing | RBWCA to take the lead regionally, and after closure of MCO Senegal |
| 5 | Redefine Regional Education Strategy | RBWCA | MCO Senegal has recently started engaging with non-transactional partners to promote the inclusion of refugees in existing education programs, starting with Senegal. A notable example is the collaboration with the African Institute for Mathematical Sciences to advocate for free scholarships, which took place in early 2025. Given the cost-effectiveness and efficiency gains of such initiatives, similar efforts should | 31 December 2025 | ongoing | RBWCA to take the lead regionally, and after closure of MCO Senegal |

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| | | | be maintained and implemented by the Regional Bureau in 2026, following the planned closure of MCO Senegal. | | | |
| 6 | <i>Develop a strategy with new partners on income producing and self-reliance activities</i> | <i>RBWCA & MCO Senegal</i> | To be included within the Route-Based Approach (RBA). While there is no formal strategy currently in place, MCO Senegal has allocated funds to support approximately 18 young refugees in Senegal in completing TVT courses, with the aim of improving their employment prospects in the country. It is important to note that several advocacy efforts have been undertaken to secure additional scholarships—for example, through the African Institute for Mathematical Sciences and via DAFI programs in The Gambia, Guinea, and Guinea-Bissau. Unfortunately, resource limitations remain a challenge. As MCO Senegal is closing, the remaining actions related to this recommendation will need to be handed over to the Regional Bureau. | 31 December 2025 | planned | <i>RBWCA to take the lead regionally, and after closure of MCO Senegal</i> |
| RECOMMENDATION 5: | | Develop emergency preparedness and response capacities in countries along the Atlantic coast as a result of the wide-ranging effects of the Sahel crisis. Suggested action options <ul style="list-style-type: none"> - Develop and collaborate with ECOWAS National Early Warning and Response Mechanisms (NEMWR) for risk monitoring and predictive analysis. - Provide technical support for the revision of country-specific emergency plans, taking into account the geographical, social and political characteristics of the region. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | <i>[add only if partially agree or disagree was selected]</i> | | | | |
| Unit or function responsible: | | <i>Regional Bureau Senior Management Team</i> | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
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| 1 | <i>Develop early alert mechanism and collaborate with ECOWAS on the matter</i> | <i>RBWCA</i> | On-going. UNHCR MCO Senegal has intermittently participated in these programs across the region. With the budget freeze, it was impossible to participate in person and most of the coordination is done remotely led by OCHA. RBWCA has taken the lead due to lack of capacity within MCO Senegal. | 31 December 2025 | <i>ongoing</i> | <i>RBWCA to take the lead</i> |

| 2 | Support technical review of emergency preparedness and contingency plans | RBWCA | Idem | 1 December 2025 | ongoing | RBWCA to take the lead |
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| 3 | [continue as needed] | | | | | |
| RECOMMENDATION 6: | | <p>Review governance and management mechanisms between the different levels of UNHCR to enable more harmonious and efficient management of activities.</p> <p>Suggested options for action</p> <ul style="list-style-type: none"> - Integrate the results of the recent evaluation of UNHCR's regionalization and decentralization process to clarify roles and responsibilities between the Regional Bureau and MCO Senegal, both internally and towards national partners. - Adjust the distribution of human resources within MCO Senegal and strengthen expertise in relation to needs in terms of protection, solutions and dynamics with the governments concerned, with a view to nationalization and localization. - Revise and develop the organizational guidelines of the UNHCR Handbook for Designing Field Presences with regard to the reduction and closure of different types of offices. - Carry out an audit (operational and financial) of the mobilization of funds for the response to the L1 emergency in Togo and Benin and, in general, improve transparency and accountability of funding and results achieved. - Carry out a detailed analysis of the possibilities for optimizing the logistical and technical resources of the Senegal MCO, with a view to reducing non-essential expenditure and freeing up resources, and accelerating the merger of common services with the Regional Office. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | [add only if partially agree or disagree was selected] | | | | |
| Unit or function responsible: | | Regional Bureau Senior Management Team/ HQ DHR | | | | |
| Top-line planned actions | | By whom | Comments | Expected completion date | Progress | |
| | | | | | Status | Comments |
| 1 | Integrate the Evaluation results within the | RBWCA | Consider current financial situation and reduction in force to update as needed. | 31 December 2025 | ongoing | MCO Senegal is closing down. For RBWCA to decide. |

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| | <i>regionalization and decentralization</i> | | | | | |
| 2 | <i>Adjust MCO Senegal HR to current reality</i> | RBWCA | Consider current financial situation and reduction in force to update as needed. | 31 December 2025 | ongoing | MCO Senegal is closing down. For RBWCA to decide. |
| 3 | <i>Review and develop organizational orientations within the UNHCR Handbook for Designing Field Presences</i> | RBWCA | Consider current financial situation and reduction in force to update as needed. | 31 December 2025 | ongoing | MCO Senegal is closing down. For RBWCA to decide |
| 4 | <i>Undertake audit of funds mobilization during L! Emergency in Togo and Benin</i> | RBWCA | Recommendation to be addressed to MCO Côte d'Ivoire and RBWCA | 31 December 2025 | ongoing | MCO Senegal is closing down. For RBWCA to decide |
| 5 | <i>Develop a detailed assessment of logistic and technical resources to be merged with RBWCA</i> | RBWCA | Consider current financial situation and reduction in force to update as needed. Transition is mean to finish on this matter by end of September 2025. | 30 September 2025 | ongoing | MCO Senegal is closing down. For RBWCA to decide |
| RECOMMENDATION 7: | | Strengthen the results orientation of planning and monitoring mechanisms Suggested action options <ul style="list-style-type: none"> - Set up continuous monitoring mechanisms, including reliable data (socio-economic, protection, etc.), indicators and targets (SMART) disaggregated by the countries covered by the Senegal MCO. - Adapt planning based on needs to planning based on available resources, documenting and specifying the priorities achieved. - Align budget planning with actual funding, and ensure that budget targets reflect expected results, not just expenditure. | | | | |
| Management response: | | <input checked="" type="checkbox"/> Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree | | | | |
| Reasons (if partially agree or disagree): | | [add only if partially agree or disagree was selected] | | | | |
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| | | | | | Status | Comments |
| 1 | <i>Establish protection monitoring mechanisms</i> | <i>RBWCA & MCO Senegal</i> | Within RBA project, new partner - CIAUD - identified and PFA just signed. | 30 June 2025 | <i>on going</i> | <i>RBWCA to take the lead</i> |
| 2 | <i>Adapt planning based on the needs to available resources</i> | <i>RBWCA & MCO Senegal</i> | <i>Apart from RBA, for RBWCA to consider current financial situation and reduction in force to update as needed.</i> | 30 June 2025 | <i>Done</i> | <i>RBWCA to take the lead</i> |
| 3 | <i>Align budget planning to available funding</i> | <i>RBWCA & MCO Senegal</i> | <i>Apart from RBA, for RBWCA to consider current financial situation and reduction in force to update as needed.</i> | 30 June 2025 | <i>Done</i> | <i>RBWCA to take the lead</i> |