

**ANNUAL CONSULTATIONS WITH NGOs**  
**11-13 June 2013 - International Conference Center Geneva**

***BACKGROUND PAPER***

**Enhancing Implementing Partnership**

**Wednesday 12 June 2013**

**14:30 – 16:15 THEMATIC SESSIONS**

**Room 3:**

***(Interpretation in English-French-Spanish)***

Throughout its history, UNHCR has worked in close partnership with NGOs to protect and assist refugees. One major manifestation of these partnerships is programmes facilitated by UNHCR and implemented by NGO partners. In 2012, over a third of the \$2.3 billion spent by UNHCR on protection and assistance was channeled through more than 760 NGOs across the globe. Of these, 600 were national or local NGOs and 160 were international.

As discussed at length during the 2012 NGO Consultations, UNHCR has been working in consultation with NGO partners, including field and network reference groups, to review and revise the whole framework of cooperation with implementing partners, including the types and formats of agreement between UNHCR and NGOs, the terminology used, the mechanisms for joint management of agreements, joint monitoring of projects and mutual establishment and review of partnership. The intention is to promote accountability and consistency in the establishment and maintenance of implementing partnerships with NGO partners.

This dialogue on how implementing partnerships are established and maintained is not merely technical. Partnership dynamics among UNHCR and NGOs have always been influenced by the manner in which UNHCR and NGO field offices engage with one another in implementing projects. A new framework for engagement could present significant new opportunities as well as challenges for UNHCR and its NGO partners in serving refugees together.

This session will brief and solicit feedback from NGOs on components of the UNHR-NGO implementing partnership framework which has emerged since the 2012 NGO Consultations: the new partnership portal developed by UNHCR to identify qualified and interested NGOs for project partnerships, the draft agreement for implementing

partnerships, changes in the transference of funds from UNHCR to NGOs, and new approaches to joint (NGO-UNHCR) monitoring of programmes.

**The most recent draft of the Implementing Partnership Project Agreement and the Implementing Partnership Management Guidance Note for Joint Monitoring and Partner Feedback will be shared in advance and available on the UNHCR Annual Consultations with NGOs 2013 website (<http://www.unhcr.org/ngo-consultations/index.html>).**

NGO Consultation participants are strongly encouraged to read the materials. Those who represent organizations currently in implementing partnerships with UNHCR are encouraged to come to the session with an idea of how they would answer the Annual Partner Feedback questions provided in advance.

Moderator: Mark HETFIELD, HIAS

Speaker(s): Steve CORLISS, *Director of Division of Programme Support and Management*, UNHCR

Steven MUNCY, CFSI

Fatima SHERIF-NOR, *Head, Implementing Partnership Management Service*, UNHCR

Zainab RAZZA JAFRI, SHARP

The session will be 1 hour and 45 minutes, consisting of:

- Introductions, Mark Hetfield (HIAS, Moderator), with an interactive survey of the audience of partnership feedback (up to 15 minutes)
- Opening Statement by Senior UNHCR Official (Steve Corliss (UNHCR Director of Division of Programmeme Support and Management) describing the atmospherics behind a new Implementing Partnership Framework, including the inception of the initiative and the progress over the last 12 months (7-10 minutes)
- Briefing by Fatima Sherif-Nor (UNHCR) on specific steps taken since the last NGO consultations in the development of the new implementing partnership framework (10 minutes)
- Comments by Steven Muncy (CFSI) on the work of the Reference Group in 2012 (10 minutes), particularly with regard to the selection of NGOs for implementing partnerships
- Walk-through with Fatima on highlights of the Partnership Portal, the new Implementing Partnership Agreement, and Installment Payments (20 minutes)
- Q and A (moderated by Mark Hetfield) (15 minutes)
- Presentation by Zainab Razza Jafri (SHARP) on Joint UNHCR-NGO Monitoring of projects (10 minutes)
- Q and A (moderated by Mark Hetfield) (15 minutes)
- Closing