

***The High Commissioner's Structured Dialogue on NGOs – UNHCR Partnership***

**Overall Partnership**

**Introduction**

The demands on the humanitarian community continue to increase; in terms of both the scale and complexity of crises but also the expectations of affected populations we work to support, the donor community and other stakeholders. It is essential that UNHCR, the RCRC<sup>1</sup> movement and NGOs continue to strive to work together more effectively and efficiently to better assist, protect and contribute to lasting solutions for the tens of millions of displaced persons worldwide. Through our partnership, we complement each other's skills and experience, expand and reinforce the depth and breadth of our learning, work, and impact, and are better able to respond to current and new humanitarian challenges .

Jointly, with UNHCR's mandate, and the commitment of RCRC and NGOs to affected populations, we seek to strengthen and better utilize our distinct roles, responsibilities and accountabilities with respect to governments, affected populations and communities.

Principles of Partnership provide common building blocks within our relationship. We recognize that our combined partnerships are numerous and diverse, reflecting our skills, expertise and complementarities in humanitarian response and different contexts. We strive for mutual respect, understanding and trust, evidenced through open communications, transparency in decision-making, joint programming and clear accountabilities.

**Recommendations**

***Yearly Progress Report on Partnership***

1. Recognizing that the pursuit of positive partnership is crucial for maximizing impact and not an end in itself, UNHCR, the RCRC Movement and NGOs s will commit to reviewing the quality of their partnership at country-level. This will include ensuring a regular forum for open dialogue throughout the program cycle, the pursuit of inter-agency training opportunities, and a reflection of the value of partnership through inclusion in job descriptions and monitoring exercises.

Information from the country-level exercises will be collated into a simple yearly progress report outlining actions taken and improvements made towards strengthening partnerships. This progress report will form part of the Rapporteur's Report for UNHCR's Executive Committee and the NGO Annual Consultations. UNHCR, the RCRC Movement and NGOs will agree on an outline for such a report in the first quarter of 2013, considering how to maximize the value of such partnership monitoring and how to keep it as relevant and practical as possible to the work we engage in jointly.

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<sup>1</sup> International Red Cross and Red Crescent Movement including IFRC, ICRC and National Societies

### ***Review of Consultation Processes and Propositions for Alternatives***

2. Noting that concerns of refugee, asylum seekers and other persons of concern vary across contexts, which is reflected in the diversity of our partnerships, the RCRC Movement, NGOs and UNHCR will seek out opportunities to review and improve current consultation processes. A joint collaborative review will examine the purpose, content and structure of the NGO Annual Consultations and other dialogue processes that exist at the sub-regional and regional levels, with a focus on improving the quality of our strategic engagement. The review will identify approaches to strengthening existing processes as well as propose alternatives, noting pros, cons and a cost-benefit analysis of different approaches. Piloting of field-based consultations, especially targeting the yearly progress report on partnership, is one approach that should be given due consideration. This review will be guided by an inter-agency inception report.

### ***Mitigation of Partnership Hindrances***

3. Knowing that the maintenance of strong partnerships requires an ability to be objective, and that handling concerns early on engenders trust and understanding on all sides, UNHCR, the RCRC Movement and NGOs will develop a simple reporting process for handling issues or trends within our relationship as they arise. A primary interlocutor at the UNHCR institutional level will provide an avenue for the management of concerns in a transparent, non-individual and participatory manner, with a view to mutual accountability. The yearly progress report on partnership will note identified trends and report back to EXCOM and NGO consultation fora.