

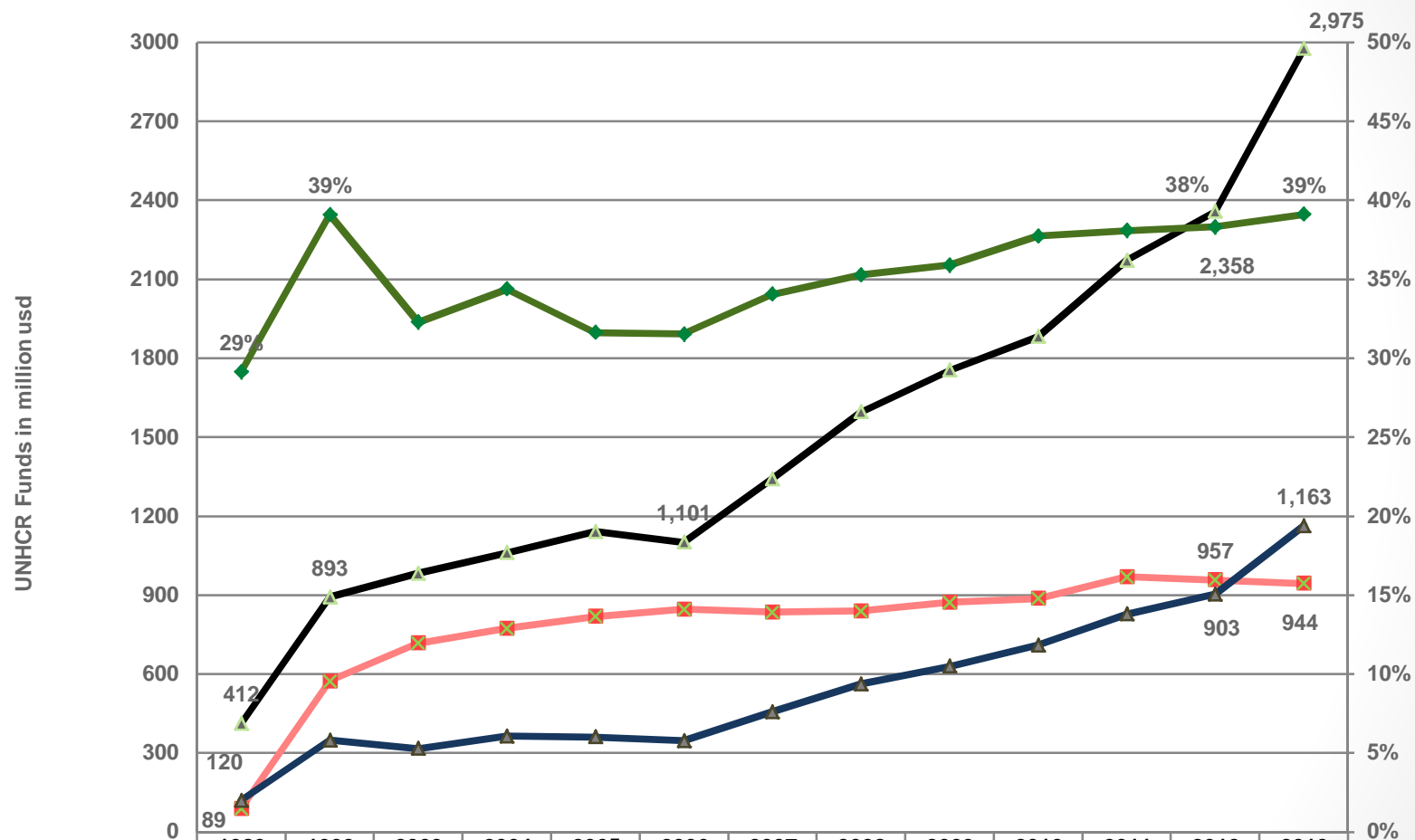


Welcome - Standing Committee (side event)- 6th March, 2014
Fatima SHERIF-NOR,
UNHCR Head of Implementing Partnership Management Service

Enhanced Framework for Implementing with Partners



Expenditure Through Partners Trend 1994 – 2013*

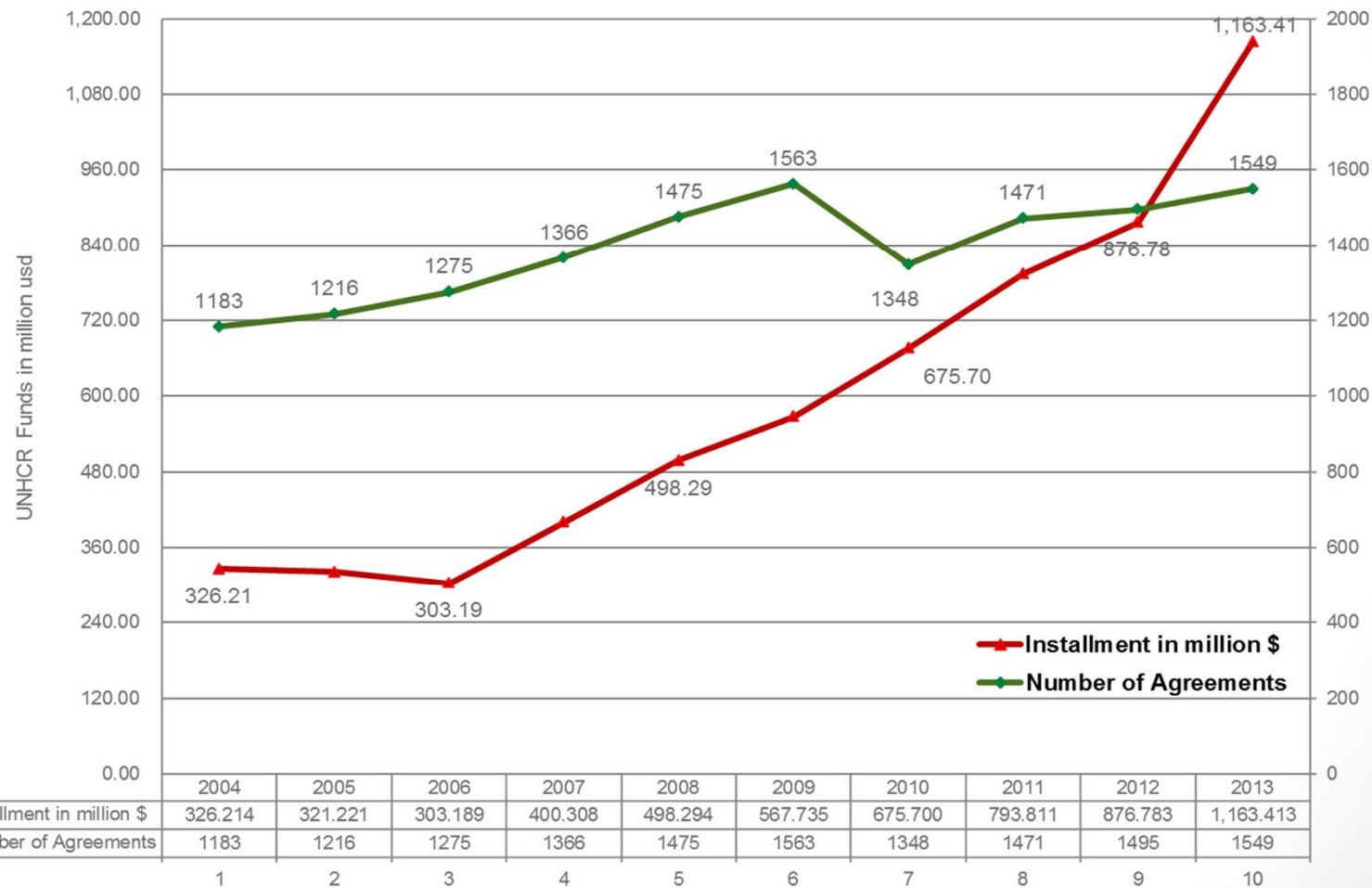


	1983	1993	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Number of Ips	89	573	718	774	819	846	835	840	873	887	969	957	944
IP Exp. in m\$	120	349	317	365	361	347	457	563	630	710	827	903	1,163
Total UNHCR Exp. in m\$	412	893	983	1,061	1,142	1,101	1,342	1,596	1,755	1,881	2,172	2,358	2,975
% of IP Exp.	29%	39%	32%	34%	32%	32%	34%	35%	36%	38%	38%	38%	39%

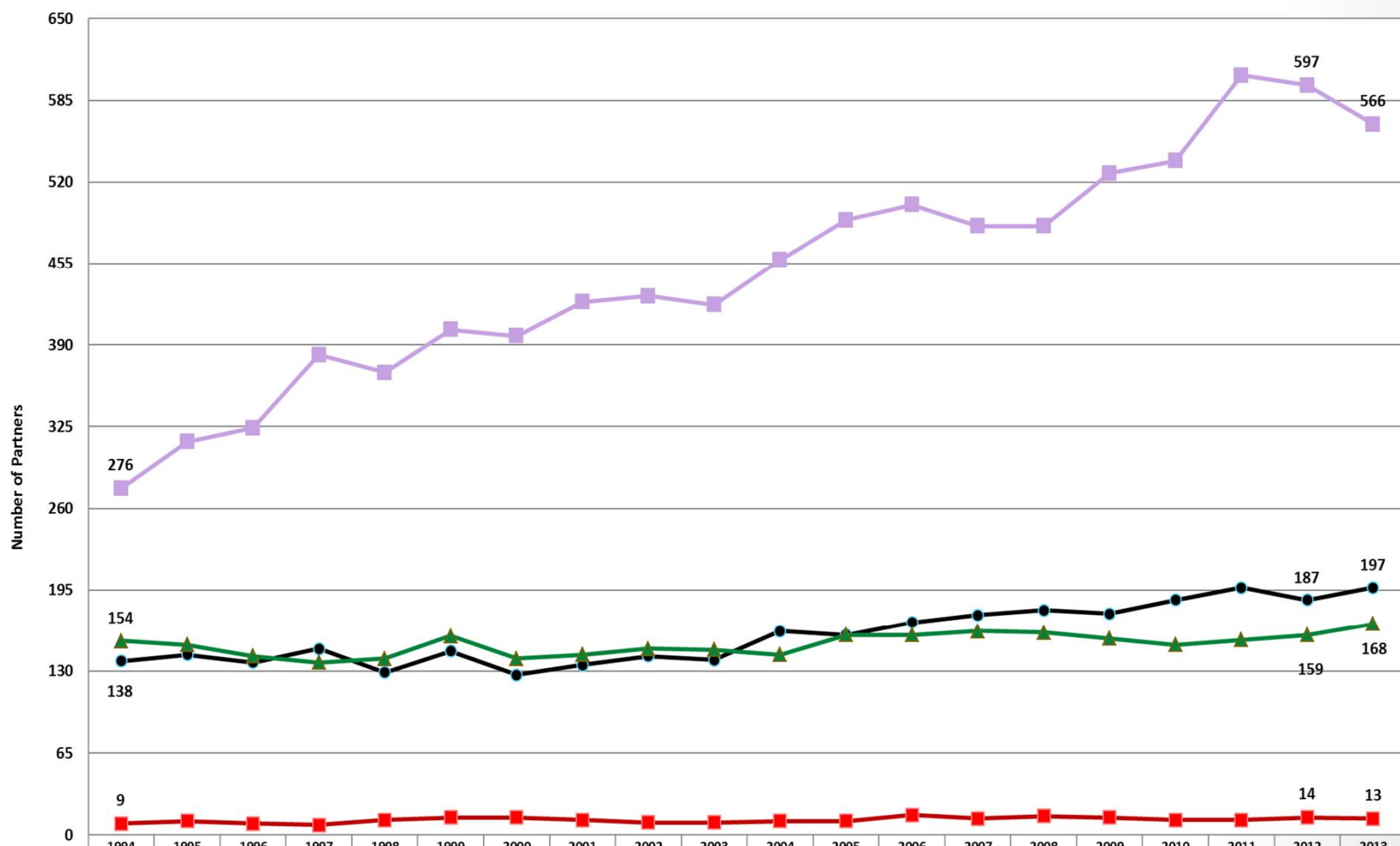
Mar-14



Project Partnership Agreements - 2004-2013*



Number of Partners Trend 1994 - 2013*



Mar-14



UNHCR
The UN Refugee Agency

Framework

The UNHCR Framework for Implementation with Partners (Framework) is an integral governance for partnerships, management instrument for providing quality assistance and protection to Populations of Concern and accountability for resources entrusted by donors.

The Framework and partnership is multi-facet and complex

Background and Approach

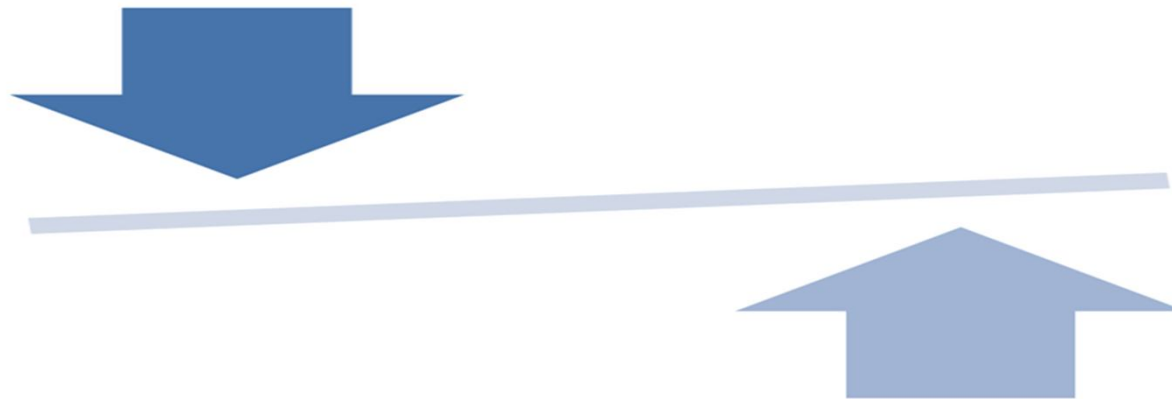
- **UNHCR Financial Statements- qualification twice in 2000 and 2008**
- **2010 – 2011 internal review and benchmarking across nine UN organizations identify best practices**
- **Identified gaps and required improvements of key business sub-processes**
- **Partnership dialogue and consultations with stakeholders - “ Field First” approach**
- **Risk-based approach**
- **Creation of Implementing Partnership Management Service**

Parameters for Improvement Striking a Balance

✓ **Operational
Applicability**

✓ **Effective
Control and
Accountability**

✓ **Strengthening
Partnership**



**Best Results For Refugees and Persons of
Concern (Value Added)**

Status Update (1)

New policy on Selection and Retention, for identifying best fit partner for operation

- **Transparent, objective, consistent and evidence-based.**
- **Assessment and decision made through mutli-functional team**
- **IOM/052-FOM/052/2013, issued in July, 2013 and more 100 out of 120 offices that were expected to adopt the new policy have implemented.**

Status Update (2)

Revised Project Partnership Agreement (most essential document)

- Legally Binding- sets terms, obligations and responsibilities of parties
- Review aimed to address:
 - Balance mutual partnership (embedding PoP)
 - Participation of the Intended Population
 - Operational requirements and applicability
 - Heightened accountability and assurance
 - Higher ethical standards
 - Scope and the constraints of rules and regulation
- With UN agencies UNDG-based issued IOM/53-FOM/53-2013 issued on 30 July' 13
- With NGO/NPO partners issued IOM/76-FOM/077-2013 issued on 3 December, 2013
- With governmental entities to be issued in 2014

Status Update (3)

Project audit (shift to risk-based) in progress

- Improving quality and assurance of use of resources
- Feasibility study and model simulation conducted

Partner Portal in progress

- Online, interactive partner data-based
- Information hub (policies, guidelines, etc)
- Wider accessibility

in progress

Other Guidance Notes on Procurement by Partner, Monitoring, Personnel, etc.

Ethical Conduct

- **Before registering and signing project partnership agreement**
- **Declaration of the prospective partner that its organization meets basic eligibility criteria for establishing a partnership with UNHCR**
 - **commitment to humanitarian principals,**
 - **non-discrimination of refugees/persons of concern and respect UNHCR mandate**
 - **compliance with the United Nations Security Council resolutions relating to terrorism and in particular the financing of terrorism**

Ethical Conduct

- **Signing project partnership agreement**
- ✓ **Compliance with the terms and provisions of agreement including:**
 - **Commitment to the highest ethical standard and professional conduct**
 - **Use of resources solely for the intended purpose**
 - **Remain compliant with the United Nations Security Council resolutions relating to terrorism and in particular the financing of terrorism**
 - **Compliance with relevant laws**
 - **Refrain from conflict of interest**
 - **Refrain from fraudulent and corruption activities**

Ethical Conduct

- Lawful employment practices
- Commitment to prevent personnel from exploiting and abusing refugees and other persons of concern and from engaging in any form of behavior that could amount to misconduct.
- Personnel to respect confidentiality of information and professional conduct
- Information and Personal Data Protection
- Minimum standards for managing misconduct pursuant including investigation policies, procedures and standards in place/planned

Status Update (4)

- **Strengthening Capacity and Due diligence**
 - Increasing number of project control staff
 - Training and roll-out for both UNHCR and Partners (initial stages)
 - Facilitators Resource Network (initial stages)
 - Development of learning materials, Guidance Notes (in progress)
 - Study on UNHCR, INGO, NNGO complementariness for capacity development for national NGO partners (on going)
 - Pilot initiative capacity strengthening of 11NNGO for emergency preparedness (about to be completed)



Questions? Comments?

1 family torn apart by war
is too many.

Prepared for information only - presentation for the SC side event

For further details and consultations please contact:
Fatima SHERIF-NOR, UNHCR, at : epartner@unhcr.org

Thank you

