

VERSION 10-DRAFT

**Enhancing the Framework for Implementing with Partners
Strategy¹ for Roll-out and Strengthening Capacity
(for UNHCR and Partners)**

UNHCR is currently developing and introducing the Enhanced Framework for Implementing with Partners, in consultation internally within UNHCR, and externally with partners and other stakeholders. The Framework consists of four main work steps and embodies governing instruments, policies and procedures to strengthen capacity for operations, accountability and partnership. Given the complex and multi-faceted nature of the Framework, development is being carried out in phases so that changes can be introduced seamlessly and incorporated into existing UNHCR programme and financial processes and cycles.

The successful application of the Framework requires a proactive approach in disseminating its new policies, procedures and methodologies, building an institutional knowledge base, strengthening the capacity of both UNHCR and partner colleagues, and providing ongoing support to users. In addition, UNHCR is recruiting new staff to strengthen project control and programme management functions under the High Commissioner's Capacity Building Initiative. The new recruits as well as existing staff also require the knowledge and skills to carry out the important processes and to be informed of new changes related to the management of the Framework.

The roll-out to staff in 415 locations (128 offices) and to almost 1,000 partners is a massive and challenging undertaking. It requires ongoing efforts, collaboration, and continuous follow-up.

The Division of Financial and Administrative Management (DFAM)/Implementing Partnership Management Service (IPMS) and its UNHCR-NGO working groups in collaboration with the Global Learning Center (GLC) and other relevant Divisions/Services in UNHCR are pursuing a Strategy for the Roll-out of the Framework and strengthening capacity that takes into account:

- The immediate need for implementation of the newly introduced improved processes;
- Enhancing the knowledge base through building on existing potentials and innovative approaches;
- Fostering networks of UNHCR/Partners for outreach support, and
- Gathering of observations/ feedback from users and best practices for continuous improvement.

Given the need to reach out to a large number of Partners and UNHCR Offices, the Roll-out Strategy and its related change management are pursued in a number of complementary interventions and approaches. It is being undertaken in a phased and coherent manner at each stage of the development of the Framework to allow effective adoption of improved processes. These include the following:

¹ -The strategy paper will be reviewed every year to update and to reflect in lessons learnt.

1. Guidance Notes

A series of simple Guidance Notes for each enhancement section of the Framework is being produced that will be accessible to both UNHCR colleagues and partners. Depending on the topic, the Guidance Note may encompass policy, procedures and/or illustrative examples. This series of Guidance Notes will roll into an updated Handbook for Partnership Management.

The main Guidance Notes that have been completed or are in process to be completed in the course of 2016 are:

- Implementing Partnership Management Guidance Note No. 1 -Selection and Retention of Partners for Project Partnership Agreements (July 2013)
- Implementing Partnership Management Guidance Note No. 3 -UNHCR's Contribution towards Project Headquarters Support Costs (March 2015)
- Implementing Partnership Management Guidance Note No. 4 - Procurement by Partners with UNHCR Funds (November 2014)
- Implementing Partnership Management Guidance Note No. 5-Risk based audit of UNHCR funded Project (June 2015)
- Selection and Retention of Partners for Project Partnership Agreements-Frequently Asked Questions (August 2014)
- UNHCR's Contribution towards Project Headquarters Support Costs -Frequently Asked Questions (May 2016)
- Managing UNHCR-funded Partnership Agreements (*in issuing process*)
- Ethical Conduct and Investigation (*in progress*)
- Operational Guidelines for capacity strengthening for UNHCR and its NGO partners
- UNHCR's contribution towards Partner Personnel (*in progress*)
- Learning-resource materials on Project Monitoring (*in progress*)

The Guidance Notes will be supplemented with **Frequently Asked Questions** to provide further clarity and facilitate ease of understanding.

2. Knowledge and Record Hub

Web-based and easily accessible information depositories of the newly developed policies, procedures, Guidance Notes and training materials have been created and others are being developed both for internal and non-UNHCR users:

a) Internal

- Established a dedicated one-shop point in Intranet for UNHCR in 2013.

https://intranet.unhcr.org/intranet/unhcr/en/home/support_services/implementing_partnerships.html

- Initiated and established a folder in **eSafe** for collection of records and archiving of important documents (such as project agreements and audit certificates) for reference, and building institutional memory. This provides an opportunity for HQs/Desks to access field documents, and hence foster facilities for monitoring and guiding field operations.

<https://www.edms.unhcr.org> (OPS-02 project Partnership Documentation)

b) External

Partner Portal: an interactive communication and innovative web-site for partners and UNHCR, first of its kind. The Portal will host a Knowledge Hub for easy access to all materials related to implementing partnerships. The Partner Portal was launched in April 2015.

As of today over 700 partners have been registered on the Portal, with the registration process ongoing. As the Partner Portal also provides the possibility for announcing “Calls for Expression of Interest” to potential partners, over sixty “Calls” have been announced through the Portal.

3. Training Resources

In collaboration of the UNHCR GLC, multi-audience targeted training materials are being developed on the different elements of the Framework to enhance the capacity of UNHCR staff as well as partners. A blended complementary training methodology is being used in designing training materials that will address the different accountabilities, responsibilities and authorities UNHCR staff discharge as well as the needs of partners. Those training resource will include:

- ❖ Learning programme “Framework for Implementing with Partners” (FIP-LP)-structured curriculum (E-learning);
- ❖ Regional Face-to-Face Workshops on the Framework;
- ❖ Specialized training for the specific elements of the Framework;
- ❖ Thematic Webinars on specific topics;
- ❖ Video tutorials on the different elements of the Framework work steps.

The details of the different Training Resources to support the Roll-out Strategy, including timescales for implementation, are presented in *Annex A* of this Strategy Paper.

4. Outreach and Consultations

a) Network of Partner Organizations and Working Groups

The development and enhancement of the Framework and its materials have been undertaken in consultation with working groups consisting of UNHCR from Field and Headquarters as well as leading partners and NGO Networks of Partner Organizations such as ICVA, InterAction, the Asia Pacific Refugee Rights Network, the African Taskforce, and other partners such as AHA, CFSI, SHARP, and Don Bosco. Outreach and dissemination of the newly introduced materials, as well as collection of feedback, suggestions and new ideas are also being pursued through these channels and in particular the Partner Portal.

The following outreach and formal consultations have taken place among Network Organizations and Field and HQs Working Groups:

Field Working Group	Network Organizations	
21-23 Nov 2011, Amman	12 Oct 2011, Geneva	29-30 Oct 2013, Budapest
5-9 Nov 2012, Bangkok	8 Dec 2011, Geneva	22-23 May 2014, Rome
27 Feb-1 Mar 2012, Dubai	12 Dec 2011, Geneva	3-5 May 2016, Split
4-5 June 2012, Budapest	14 Feb 2012, Geneva	
	21 May 2012, Geneva	

b) Network of Resource Persons/Facilitators

Building on the world-wide presence of partners and their wealth of experience, it is envisioned to foster a Network of Resource Persons/Facilitators for each region/sub-region from both UNHCR and partners. These Resource Persons have been enabled to share information and provide guidance on the Framework and related areas of change initiatives, and facilitate face-to-face workshops/reviews. They will share experiences/suggestions on application of the newly introduced policies/procedures and provide feedback to UNHCR on areas that require further attention and improvement.

The Resource Persons are being supported with on-line information dissemination (including Webinars) and Guidance Notes, coupled with strategic face-to-face joint workshops.

A lead team comprising 21 Resource Persons (7 Project Control Officers, 7 Programme Officers and 7 representatives from partner organizations) was established in 2013 (please see Annex B for the TOR of Resource Persons). Several sessions with the support of a professional facilitator from the GLC were held for the team (the first introductory workshop was held in Budapest from 30 October - 1 November 2013, the second in Rome from 17-21 May 2014, and a third one in Istanbul from 10-14 November 2014) to build up their skills.

Consequently, participants drafted plans and prepared activities for furthering the dissemination of the newly introduced policies and procedures in their respective regions. Some of the multiplier effects producing initiatives include: facilitated capacity building workshops in various locations such as Djibouti (for UNHCR staff and partners) and in Tanzania (for East African NGOs), and a workshop conducted for partners/UNHCR colleagues in Kabul. (For a detailed list of initiatives led by Resource Persons, please see *Annex C*).

As a further step in this mechanism, the Resource Persons Network has been called upon to act as co-facilitators in Face- to-Face Roll-out Regional Workshops that have taken place since the last quarter of 2014 and throughout 2015.

Overall fourteen (14) Regional Roll-out workshops on the Enhanced Framework for Implementing with Partners have been conducted for 488 Participants (274 UNHCR staff and 214 Partners). Three workshops were held for 36 Geneva- based NGO Partners (The list of Regional Roll-out Workshops for 2014-2016 as well as a detailed breakdown of Partners engaged is found as Annex D).

5. Online Enquires and Support

DFAM/IPMS created an easily accessible email address for drop-in queries (epartner@unhcr.org). In principle, replies to the incoming queries are provided within two working days, depending on the complexity of the query and work exigencies.

Training Resources

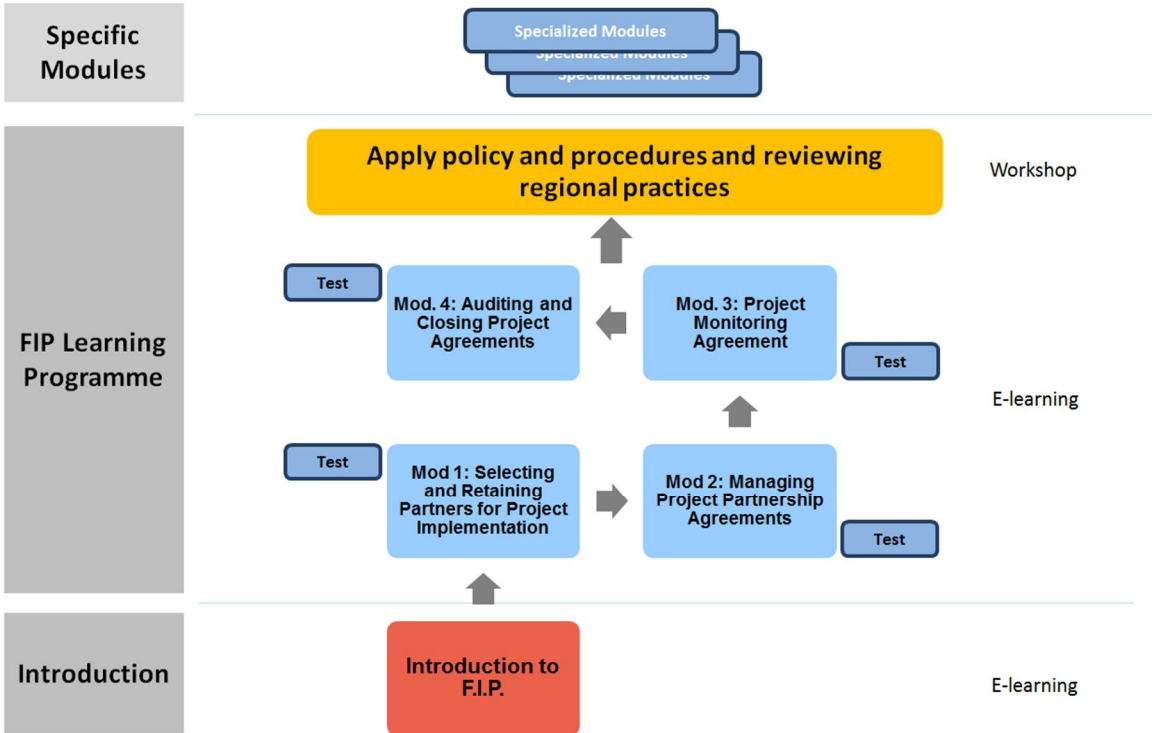
❖ Learning programme “Framework for Implementing with Partners” (FIP)-structured curriculum

The Global Learning Centre (GLC) will support the Implementing Partnership Management Service in the Roll-out of the Framework in 2015, as well as the development of a structured curriculum tailored to the needs of different categories and levels of UNHCR staff and partners.

A leveled curriculum for the Enhanced Framework is being developed to target UNHCR staff according to their responsibilities and accountabilities in the management of Implementing Partnerships. The learning initiatives will also be offered to partners to support the roll-out of the Framework. E-learning modules containing reference to the Framework will be regularly revised and updated.

The GLC aims at making available online to all staff the Framework curriculum in English.

The three-level curriculum for the Framework for Implementing with Partners (FIP) is structured as follows:



• Level 1: The Framework (FIP) – Introduction

The introductory e-Learning module will cover the overall vision and key elements of the four steps of the Enhanced Framework for Implementing with Partners: Establishment of Partnership (Partner Portal and Selecting and Retaining Partners for Project implementation, Managing PPAs (types and main components), the Project Monitoring Cycle and Project Closure.

Target Groups and Delivery Modalities

The “Introduction to FIP” will target all members of UNHCR multifunctional teams at all grades as well as Partners. It will be an E-learning (approx. 30 slides) with an estimated study time of 60 minutes.

Status

An outline design specification has been developed. The E-learning module is expected to be completed in the 3rd quarter of 2016. French development will follow for the Francophone audience.

• Level 2: FIP Learning Programme – FIP-LP

FIP-LP aims at addressing the knowledge, skills and attitudes required for the successful management of Implementing Partnerships.

The FIP-LP covers the four steps of the Enhanced Framework for Implementing with Partners, and provides detailed content on the new policies and procedures.

The FIP-LP includes 4 E-learning modules:

- Establishment of Partnership (Partner Portal and Selecting and Retaining Partners for Project implementation)
- Managing Project Partnership Agreements
- Project Partnership Implementation and Monitoring
- Project Partnership Agreement Closure



Target Groups and Delivery Modalities

This learning programme will target UNHCR programme and project control staff with clear roles in the management of Project Partnership Agreements as well as will be offered to partners.

The programme includes a self-study phase, and a potential workshop depending on the availability of resources. The workshop could serve to monitor and review the implementation of the policies and gather feedback on current practices. To be easily accessible to all staff, including those not enrolled in the full learning programme, this course will be delivered on-line as a suite of e-Learning courses. The four E-learning modules will be possible to take separately or altogether. Estimated study time will be 5 months.

Status

The modules are ready as an E-learning and only require some re-design as those modules were designed for the 'Programme Management 2' Learning Programme. The modules will be available in paper-based format. The completion of the modules will be expected at the end of June 2016.

• **Level 3: FIP – Specialized training modules**

"FIP-Specialized" aims at addressing the needs of programme and project control staff in performing tasks related to specific components of the Framework. Special emphasis will be on the tasks required for an efficient project control function.

The "FIP-Specialized" may include paper-based and E-Learning modules. Development of the modules will start with a paper based version and, subject to the availability of funds, will then be converted to E-Learning. Topics will include:

- Procurement by partners with UNHCR funds
- Project Control and Risk Management
- Ethical Conduct and Investigation
- More topics to be determined with IPMS as new guidance notes are developed (Suggestions: Sampling for financial verification, Inventory management, etc.)

Target Groups

This learning programme will target UNHCR programme and project control staff with clear roles in the management of Project Partnership Agreements. The modules will be prepared in the second phase of the roll-out in a paper-based format. If funds are available, some of them will be transformed into E-Learning.

Status

A preliminary discussion between the GLC (Supply and Programme Units) and IPMS was carried out in order to start the development of the specialized module on Procurement by Partners.

Once the project monitoring guidance and its toolkit are finalized, the GLC will start the development of the following modules agreed with IPMS.

• **Tailored: FIP – Partner training modules**

In order to strengthen the knowledge and capacity of Partners, the modules prepared for UNHCR staff will be tailored to meet the special nature and needs of Partners. Several avenues, including the option of providing access to existing materials and modules through Partner Portal linkage with the UNHCR learning site "Learn & Connect", are being explored.

Target Groups

These learning modules will be made suitable for partners.

Status

Preliminary steps and discussions between the GLC (Supply and Programme Units) and IPMS are being undertaken.

Offline modules – “Smart” Guides

All the FIP E-learning courses will also be available as “Smart” Guides on USB drives, which will allow course completion offline both for UNHCR staff and Partners. The content of the “Smart” Guides will be expanded as the development of different work steps of the Framework will be finalized.



❖ Regional Face-to-Face Workshops on the Framework and specialized training for the specific elements of the Framework

In 2015, a number of Regional Face-to-Face Workshops were organized to roll-out the Framework with joint UNHCR staff and partner audiences with the aim of enhancing knowledge and partnerships. The format of the workshops was piloted in Panama (for Latin America), Uganda, Geneva and Lebanon in 2014 and in early 2015 for partner NGOs and UNHCR staff.

The Regional Workshops were organized using the standard training packages (PowerPoint presentations, interactive exercises and case studies) prepared by the GLC and the IPMS.

Target Groups

The workshops targeted UNHCR staff and partners. IPMS identified participants (partners and UNHCR) as well as countries for each workshop in consultation with UNHCR Country Offices and Bureaux. The GLC supported the facilitation, preparation of training packages, logistics of the workshops, as well as the recording of these events in the UNHCR “Learn & Connect” learning platform.

Delivery Modalities and Duration

Three and half day Face-to-Face workshops with a maximum of 35 participants from UNHCR and partners were organized. Facilitation of the workshops was implemented jointly by IPMS and GLC with the support of the selected co-facilitators from the Resource Persons Network.

The table below (Annex D) provides a calendar of the Roll-out Workshop for 2014-2016 (including specialized training).

❖ Other Specialized training on the Framework

- Fostering Complementary Roles of Programme/Project Control Functions
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In pursuit of strengthening UNHCR's capacity in accountability, the functional responsibilities of project control and programme management were segregated (ref. IOM/105-FOM/106/2012). In order to retain the complementarity and instill harmony, while ensuring segregation of duties, a series of workshops on this topic was held in 2013 and 2014, with more than 120 colleagues from 35 operations participating. Additionally, in 2013 sixty staff members with the title "Project Control Officer" (P3/P4) benefited from an introductory course on the Framework, including project control.

Depending on the availability of funds, IPMS will host 1-2 workshops for Programme and Project Control staff of UNHCR as need for such continues. Tentatively one workshop for UNHCR staff carrying Project Control will be planned for 2016 function is among the Roll-out Regional Workshops as listed in the heading above.

- **Induction and Orientation training for Project Control Officers recruited under the Capacity Building Initiative (CBI)**

IPMS in collaboration with the GLC also carry out an Induction and Orientation training for the newly recruited staff under the CBI scheme to prepare participants for UNHCR's work and in particular their role as Project Control Officers and to facilitate their smooth transition into the organizational environment in October 2015 (around 41 Project Control staff was trained in the workshop).

- **Workshops on Ethical Conduct and Investigation for Partners**

The Office of the Inspector General (IGO) is leading on the development of materials and workshops for partners on managing ethical conduct and investigation for partners in line with the new Project Partnership Agreement. A series of regional investigation workshops is being organized by the IGO for national and international partners in Asia, Africa, and the Middle East. The workshops address skills, knowledge and attitudes relating to 'third-party' investigations carried out by UNHCR's partner NGOs. The workshop content covers a spectrum of investigation scenarios relevant to NGOs. Among the topics covered in the workshops are:

- types and definitions of misconduct
- the investigation process and case management
- investigation planning, interviewing and report-writing

An Investigation Resource Manual can be found on the external UNHCR website under IGO. The manual is a compilation of materials related to investigations, developed by UNHCR and NGOs. The purpose of the manual is to assist NGOs to develop, adapt or improve their own policies and guidelines in the areas of accountability, complaints and investigation.

- **Complementary Capacity Strengthening Strategy for UNHCR and its NGO Partners**

Within the scope of the High Commissioner's Structured Dialogue that recognizes the need for a more comprehensive approach to collectively strengthening capacities of UNHCR, international and national NGOs, IPMS undertook a mapping survey to better define the scope of this tripartite collaboration, leading to a potential strategy. The mapping identified numerous "gaps", "mechanisms" and eventual "capacities" to be attained by all three parties. IPMS facilitated a webinar to share the findings of the Survey with UNHCR Field offices. IPMS will further encourage

experimenting with different approaches, such as regional networks, multi-year initiatives, and local community-strengthening to address the identified gaps. Among other strategies, the already available training tools will be also extended to partners.

❖ Thematic Webinars

A series of Webinars on specific topics and elements of the Framework will be held to complement the Roll-out activities of the Framework. The Webinars will be advertised through all staff emails and messages to partners through the Partner Portal.

Target Groups

UNHCR staff and partner personnel will be enabled to participate in thematic webinars. WebEx sessions with a Q&A methodology will be supported technically by the GLC. A broadcast email with the link to the session will be distributed, with the relevant technical information and guidance to participate. If the participation needs to be limited, the broadcast can be sent to the selected participants. The number of participants should be between 20 and 30 (maximum) in order to manage the webinar effectively. The duration of the session should be one hour maximum.



Status

The Webinar concept has been designed and the GLC is to provide technical support. In April 2015 IPMS hosted a webinar on Partner Selection and Retention policy that was attended around 50 partners. In January 2016 with support of GLC two WebEx sessions on the policy on UNHCR Contribution towards Project Headquarters Support Costs were held with over 150 participants. The last 2 webinars were followed by a learning course on the topic that is available on the 'Learn and Connect' for UNHCR staff.

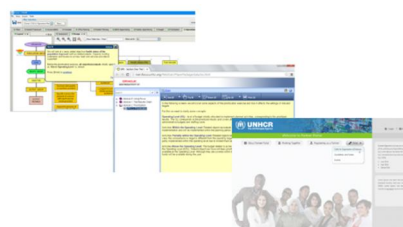
The WebEx sessions will continue to be planned throughout 2016 on different topics. The number of WebEx sessions, topics and dates will be agreed upon with IPMS.

❖ Video tutorials on the different elements of the Framework work steps

Video tutorials will be developed using the User Productivity Kits (UPKs) software for different elements of the Enhanced Framework requiring actions to be performed in software or web platforms. These include UPKs on PPA preparation in MSRP, first instalment recording in MSRP, and use of the new Partner Portal (directed to partners and UNHCR staff).

The GLC with the collaboration of IPMS will develop the UPKs. Once finished, UNHCR will upload those UPKs into the official server of UNHCR or will place them on the external web platform. UPKs will be offered for the use of UNHCR staff and partners.

Status:



Currently IMPC/GLC have already developed UPKs on:

- 'Recording of first instalment' in MSRP
- Creating Partner Profiles in Partner Portal
- PPA preparation in MSRP: Bipartite agreement will be ready tentatively in June 2016. UN and UNOPS (DA) agreements will be also developed by end of July 2016.

Terms of Reference for Resource Persons

Resource Persons (from partners and UNHCR) are required to commit to the role for two years in the assigned region/sub-region. They will share information and provide support to colleagues as well as to coordinate with their UNHCR/partner Resource Person counterpart in the assigned area. Resource Persons will be expected to attend a workshop for training/induction purposes (anticipated to be not more than once per year) and organize workshops for purposes of sharing knowledge in the assigned area, as appropriate.

Specific requirements:

1. UNHCR Resource Persons
 - a. Must have at least five years' experience working with UNHCR in either a project control or programme functional role;
 - b. Have good communication skills, and have knowledge of the complexity of operations and partnerships;
 - c. Be willing to commit time to remain current on all IPMS-related initiatives through reviewing documents/communiqués sent by IPMS, and
 - d. Be willing to complete feedback forms and reports required by IPMS on positive and negative feedback received from colleagues on new policies and processes.

2. Partner Resource Persons
 - a. Must have at least three years' working experience in partnering with UNHCR for project implementation;
 - b. Have good communication skills, and have knowledge of the complexity of operations and partnerships;
 - c. Be willing to commit time to remain current on all IPMS-related initiatives through reviewing documents/communiqués sent by IPMS;
 - d. Be willing and committed to share the newly acquired knowledge and information with other partners, and
 - e. Be willing to complete feedback forms and reports required by IPMS on positive and negative feedback received from colleagues on new policies and processes.

List of Roll-out Activities/Initiatives by Resource Persons



Roll-out training
tracker-2013-2014.pdf

Regional Roll-out Workshops for 2014-2016

Framework for Implementing with Partners

#	Regional Workshop / Venue	Date	Resource Persons- IPMS	Resource Persons- GLC	Field Resource Persons (HCR/Partner)	Bureau Focal Person	Number of Participants*
1.	Europe, (Geneva, Switzerland)- Geneva based NGOs (session 1)	10 October 2014	Fatima Sherif-Nor		Helena Lassen-DRC Vafa Takagi-OXFAM	IPMS	11 Partners
2.	Latin America (Panama)	9-11 October 2014	Fatima Sherif-Nor		Renee Margaretha Cuijpers-UNHCR Sabrina Lustgarten-HIAS	IPMS	25 Participants (UNHCR/Partner)
3.	East Africa (Kampala, Uganda)	9 December 2014	Karine Mirzoyan		Makonnen Tesfaye-UNHCR Wossen Taye -AHA	R. Richter	44 Participants (UNHCR/Partner)
4.	MENA, (Beirut, Lebanon)	12-16 January 2015	Karine Mirzoyan	Lucia Teoli Claudia Isabel Rodriguez Sirtori	Pauline Fresneau-UNHCR Anup Kumar Aryal-UNHCR	J. Batista	30 UNHCR/31 Partners
5.	Global (Istanbul, Turkey)- Partner Portal	11-13 March 2015	Fatima-Sherif-Nor Mahmoud Benhabiles Lionel Meynet		Andrew Maina-RCK Kenneth Brant Hansen-FAROS	IPMS	24 Partners

6.	Europe, (Geneva, Switzerland)-Partner Portal, Geneva based NGOs	16 April 2015	Fatima-Sherif-Nor Lionel Meynet			IPMS	15 Partners
7.	Europe, (Geneva, Switzerland)- Geneva based NGOs (session 2)	4 June 2015	Fatima Sherif-Nor			IPMS	10 Partners
8.	West Africa Countries (Dakar, Senegal)	22-25 June 2015	Fatima Sherif-Nor Mahmoud Benhabiles	Claudia Isabel Rodriguez Sirtori	Cecilia Dahlgren-UNHCR Mahamadou Ndiaye-OFADEC	R. Richter	39 UNHCR/ 27 Partners
9.	East and Southern Africa Countries (Nairobi, Kenya)	27-30 July 2015	Fatima Sherif-Nor Karine Mirzoyan		Masumbuko Tshitavu-UNHCR Helena Lassen-DRC Andrew Maina-RCK	R. Richter	26 UNHCR/ 16 Partners
10.	Asia (Bangkok, Thailand)	4-7 August 2015	Karine Mirzoyan	Claudia Isabel Rodriguez Sirtori	Steven Muncy-CFSI, Selin Mathews-Don Bosco	J. Andrew	17 UNHCR/ 15 Partners
11.	South-West Asia (Islamabad, Pakistan)	17-20 August 2015	Fatima Sherif-Nor		Zainab Raza Jafri -SHARP	J. Andrew	19 UNHCR/ 13 Partners
12.	MENA except Lebanon (Casablanca, Morocco)	25-28 August 2015	Fatima Sherif-Nor	Claudia Isabel Rodriguez Sirtori	Jimmy Bautista-UNHCR	J. Batista	28 UNHCR/ 16 Partners

13.	Project Control Officers (Budapest, Hungary)	27-31 October 2015	Fatima Sherif-Nor Karine Mirzoyan Madhu Dhungana Deogratias Habimana	Cecilia Dahlgren Claudia Isabel Rodriguez Sirtori	Masumbuko Tshitavu-UNHCR Naman Haddad-UNHCR Karnga Paega-UNHCR Jean Leroy-UNHCR	J. Thomas	41 UNHCR
14.	North America (Washington, USA)	2-3 December 2015	Fatima Sherif-Nor	Cecilia Dalhgren	Mark Hetfield-HIAS Caroline Nichols-Interaction	M. Moreno	5 UNHCR/ 14 Partners
15.	Central Africa Countries (DRC, CAR, Chad, Cameroon)-(Addis Ababa, Ethiopia)	6-11 December	Karine Mirzoyan		Wossen Taye-AHA Helena Lassen-DRC Thambu Nashon-UNHCR	R. Richter	27 UNHCR/ 13 Partners
16.	Europe (Rome, Italy)	4-5 February 2016	Fatima Sherif-Nor	Claudia Isabel Rodriguez Sirtori	Kenneth Brant Hansen-FAROS	E. Gullu	28 UNHCR/ 19 Partners

***-Detailed list of partner organizations covered by Regional Workshops**

ROLL-OUT WORKSHOP FOR ASIA AND PACIFIC		
1.	Asia (1 workshop)	
	Countries (11)	Partners (15)
	Bangladesh	ACF
	India	Development and Justice Initiative (DAJI); Don Bosco
	Indonesia	Church World Service
	Japan	International Social Services Japan
	Korea	Refuge pNan
	Malaysia	Taiwan Buddhist Tzu-Chi Foundation
	Myanmar	DRC; Kachin Baptist Convention (KBC)
	Nepal	Lutheran World Federation (LWF)
	Philippines	United Youth of the Philippines-Women (UNYPHIL-Women); CFSI
	Sri Lanka	Legal Aid Commission (LAC)
	Thailand	Catholic Office for Emergency Relief and Refugees (COERR); Asia-Pacific Refugee Rights Network (APRRN) Secretariat
2.	South West Asia (1 workshop)	
	Countries (5)	Partners (13)
	Afghanistan	DACAAR; CHA; NRC; APA; AGBAR;
	Pakistan	IDEA; SCSPEB (Society for Community Support to Primary Education in Baluchistan); ICMC; INSPIRE Pakistan; Society for Human Rights & Prisoners Aid (SHARP)
	Kyrgyzstan	Public Association Counterpart-Sheriktesh
	Tajiksitan	Chashma
	Turkmenistan	Natural Resources Conservation Service (NRCS)
ROLL-OUT WORKSHOP FOR AFRICA		
1.	East and Southern Africa (2 workshops)	
	Countries (13)	Partners (24)
	Angola	Jesuit Refugee Service (JRS)
	Ethiopia	DICAC; International Rescue Committee (IRC);
	Kenya	International Rescue Committee (IRC); Kenya Red Cross Society (KRCS); Refugee Consortium of Kenya (RCK)

	Malawi	Jesuit Refugee Services (JRS)
	Rwanda	PAJER Rwanda
	Somalia	Danish Refugee Council (DRC)
	South Africa	Future Families
	South Sudan	ACTED South Sudan
	Sudan	Red Crescent Society
	Tanzania	Tanzania Water and Environmental Sanitation (TWESA)
	Uganda	Windle Trust Uganda; AHA; AIRD, LWF; ARC; MTI; DRC, InterAid; Action Africa Help
	Zambia	Caritas
	Zimbabwe	GOAL
2.	West Africa (1 workshop)	
	Countries (9)	Partners (27)
	Benin	CNAR
	Gambia	GAFNA; GRC
	Ghana	GRB; CCG; NCS; ADRA Ghana
	Guinea	ACCORD, CIDR; CNISR; ODIC; Dynamic Mutualiste
	Guinea Bissau	Plan International; CNRD
	Nigeria	NCFR ; JDPC; NHRC; Rhema Care; NRCS; BENGONET
	Senegal	OFADEC ; CNE; CNRRPD
	Sierra Leone	NACSA; MOVE
	Togo	ATBEF ; CNAR
3.	Central Africa (1 workshop)	
	Countries (6)	Partners (13)
	Burundi	COPEP
	Central Africa	INTERSOS; IMC; ASA
	Chad	Croix Rouge Tchadienne; APLFT
	Congo Brazaville	CEMIR; TSF; APSDC
	Congo Kinshasa	AIRD; ADES; ADSSE
	Djibouti	NRC

ROLL-OUT WORKSHOPS FOR MENA		
	MENA Region (2 workshops)	
1-2.	Countries (11)	Partners (41)
	Algeria	Algerian Red Crescent
	Egypt	Caritas Alexandria
	Iraq	KURDs; ISHO
	Libya	CESVI
	Tunisia	TRC
	Morocco	Foundation Orient-Occident; Action Urgence
	Syria	Premiere Urgence; GOPA; SARC-HSP
	Yemen	DRC
	Mauritania	LWF
	Jordan	ARDD Legal Aid; Noor al Hussein Foundation
	Lebanon	IMC; INTERSOS; Solidar; Restart; IRD; SHEILD; Mercy Corps; Dar El Fatwa (RHAO); KAFA; CHF; Solidar Suisse; Save the Children ; Arcenciel; Concern Worldwide; PU_AMI; AMEL; NRC; Search for Common Ground; CISP; ABAAD; Medair; DRC; Caritas; AJEM; IRC; World Vision ; ACF; TDH; Makhzoumi Foundation; WCH
ROLL-OUT WORKSHOPS FOR AMERICAS		
1.	Latin America (1 workshop)	
	Countries	Partners (10)
	Colombia	JRS; Opcion Legal;
	Ecuador	HIAS; JRS
	Dominican Republic	5 Partner Organizations
	Panama	
	Venezuela	
2.	North America (1 workshop)	
	Countries	Partners (14)
	USA	WorldVision USA; Save the Children USA; HIAS; Protection and Humanitarian Response for Church World Service; Relief International; NGO Kinbrace; International Rescue Committee; United Methodist Committee on Relief (UMCOR); Urban Justice

		Center, International Refugee Assistance Project; ADRA International; InterAction; Catholic Relief Services
ROLL-OUT WORKSHOPS FOR EUROPE		
1.	Europe (3 workshops for Geneva based NGOs + 1 Workshop for Partner Portal+1 workshop for Europe)	
	Countries (12+)	Partners (76)
	Armenia	Armenian Red Cross Society
	Georgia	Consortium Legal Aid Georgia
	Sarajevo	Foundation of Local Democracy (FLD)
	Greece	Samaritan's Purse; Praxis
	Albania	RMSA
	Slovenia	Pravno INformacijski Center NGO (PIC)
	Macedonia	Red Cross Skopje
	Belgium	Belgian Refugee Council (CBAR); European Network on Statelessness (ENS)
	France	France Terre d'Asile (FTDA)
	Lithuania	Lithuanian Red Cross Society
	Ukraine	CF "Rokada"
	Ethiopia	ZOA
	Turkey	Association for Solidarity with Asylum-Seekers and Migrants (ASAN); Concern; GOAL
	Belarus	Belarusian Red Cross
2-4	Geneva Based NGOs	36 Partners
5	Worldwide-on Partner Portal (24 partners)	Across Sudan; AHA; ADES International; AIRD; ARC; IEDA, DRC, HIAS; JRC, IRC, Intersos; Medair; LWF; Premiere Urgence, MTI; Qandil; Refugee Consortium Kenya; Relief International; Save the Children; Terre de Hommes; Relief International; World Vision; Pharos Greece; Windle Trust Uganda