

Memorandum of Understanding
between
The Office of the United Nations High Commissioner for Refugees (UNHCR)
and
The Norwegian Refugee Council (NRC)
on
“STRATEGIC PARTNERSHIP”

A. Preamble

1. This Memorandum of Understanding (MOU) has been developed in recognition of the respective mandates, responsibilities, strategic objectives and mission statements of UNHCR and NRC, as well as the long history of close cooperation between the two organizations.

2. In light of the commitments set out in the Framework Agreement for Operational Partnership (31 August 2001, Annex 1), the tripartite agreement on the establishment of a stand-by force between NRC, the Danish Refugee Council and UNHCR (30 June 2005, Annex 2), and the intention to strengthen strategic cooperation between UNHCR and NRC, this MOU is aimed at:

- promoting collaboration at the global and situation-specific levels to the benefit of persons of concern;
- launching a strategic partnership, consistent with the humanitarian reform process, building on progress already made in enhancing inter-agency collaboration in protection responses; and
- maximizing complementarities and efficiencies in the use of resources and capacities.

B. Scope and areas of cooperation

3. This MOU applies to all substantive areas of cooperation between UNHCR and NRC, globally and in situation-specific operations. It is particularly, albeit not exclusively, applicable in relation to UNHCR's role as cluster lead for Protection, Emergency Shelter, and Camp Coordination and Camp Management (CCCM) for certain internal displacement situations. The agreement has been framed in recognition of NRC's extensive capacity and experience with working with IDPs and refugees worldwide.

4. UNHCR and NRC are committed to pursuing a more strategic partnership, at the global level as well as in specific operations, with emphasis on closer cooperation in the following areas:

- Strengthening the existing standby arrangements for deployment of personnel to field operations.
- Expanding ongoing cooperation in relation to emergency response capacities, including through joint activities in relation to the UNHCR Emergency Roster Team (ERT).

- Developing joint training and learning activities on internal displacement issues (e.g. protection, shelter, CCCM), focused on building capacity among field staff from UNHCR, NRC, and other relevant partners.
- Undertaking joint assessments and support missions to field operations on the basis of a participatory, community-based approach.
- Mobilizing broad participation in field-based coordination mechanisms, in particular within the cluster pilot country operations.
- Ensuring effective coordination and cooperation in relation to field assessments, monitoring, and provision of guidance and advice to affected populations.
- Strengthening protection information management, in particular as regards the use of tools such as the Internal Displacement Monitoring Centre (IDMC) database, RefWorld, and a specific application in support of the Camp Management Toolkit.
- Exploring the potential for sharing logistics and communications capacity where this may be feasible and appropriate (including sharing of equipment and premises, transport, assets, etc.).
- Engaging in joint resource creation strategies and donor mobilization, both globally and at the local level.

C. Roles and responsibilities in Protection, Shelter and Camp Coordination/Management under the collaborative response to IDP situations

5. NRC will continue to support and participate in the UNHCR chaired clusters on Protection, Shelter and CCCM. The two agencies will further develop collaboration and joint efforts under all three clusters, in line with the general areas listed above. More specifically, activities may include:

a) Protection:

- Training activities on protection, shelter and camp management, and development of joint strategies for promotion of protection standards in IDP operations.
- Protection deployment arrangements, including through the NRC stand-by mechanism, and provision of protection training for relevant personnel who are on the roster.
- Advocacy activities on the basis of the Guiding Principles on Internal Displacement.
- A rights-based approach to protection, underpinned by participatory assessments, field monitoring, as well as provision of legal advice and guidance for IDPs.
- Activities to strengthen protection information tools and databases, including joint efforts to facilitate synergies and avoid overlaps as regards collection, analysis and dissemination of information.

b) Emergency shelter:

- Development of standards, tools and strategies for provision of emergency shelter.

- Efforts to build capacity in relation to site planning and camp set up within the framework of the Camp Management Project (CMP).
- Better emergency preparedness through pooling of resources and improved coordination of the use of emergency stockpiles worldwide.

c) Camp coordination and camp management:

- Continue active collaboration on the Camp Management Project (CMP).
- Jointly develop, within the framework of the CMP, training activities on camp management on behalf of the CCCM cluster.
- Jointly develop, within the CCCM cluster, the Guiding Principles for Camp Coordination and Management.
- Design and pilot a specific IT application in support of the Camp Management Toolkit.

6. In operations where NRC and UNHCR are present, both organizations will, as appropriate, explore opportunities for joint planning and aim for complementary implementation of operational activities.

D. Methodology for Cooperation


7. An annual joint Plan of Action for global strategic cooperation will be developed, based on the annual planning cycles of both organizations.

8. A joint meeting will be held at the end of each year to review the MOU and lessons learned from its implementation.

9. UNHCR and NRC will disseminate this MOU and promote its implementation, including through providing field operations with guidance as regards its intent and implementation. UNHCR and NRC will promote and encourage close field-based cooperation in the development of situation-specific response strategies and operations planning.



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29 May 2006



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