

## UNHCR Annual Consultations with Non-Governmental Organizations

Wednesday, June 27, 2018

Thematic session on Partnership, 16:30-18:30 hrs.

**Panel topic: Promoting Complementary Capacities and the localization concept of “as international as necessary, as local as possible” in partnerships**

*This topic will be facilitated by **Mr. Mamadou Ndiaye**, Agence de Developpement Economique et Social, Chad.*



### Background

Most of UNHCR Partners are National NGOs and Host Governments, representing 80% of its 1035 partners in 2017. UNHCR entrusted US\$ 703 million out of US\$ 1.5 Billion provided to partners in 2017. UNHCR Committed under the Grand Bargain to increase its allocate of its programmatic budget to the national partners to 25% (in 2017 it reached 21%).

UNHCR considers collaboration with national partners as essential and strategic for reaching out and priding essential assistance, protection and solutions to persons of concern.

Capacity strengthening of UNHCR's Partners, and related localization, have for years been high on the agenda of UNHCR and Partners. Much work has been done over the past six years to advance these concepts. But how far have we come – and where are we going?

- **2012, UNHCR Structured Dialogue:** recognized the need for a more comprehensive and systematic approach to strengthening capacities of all Partners and of UNHCR.
- **2013, first UNHCR Guidance Note issued:** on Selection and Retention of Partners for Project Partnership Agreements.

- **2014-2015, Mapping Survey carried out by the UNHCR/IPMS:** with some 70 respondents identifying gaps, capacities most required, and which mechanisms to strengthen capacity.
- **2016, World Humanitarian Summit and with the Grand Bargain,** UNHCR commitments included increasing to at least 25% of programme expenditures going to national first responders by the end of 2020.
- **2016-2017, Guidance Note on Complementary Capacity Strengthening prepared.** Includes a section on suggested strategies for institutional capacity strengthening, intended for UNHCR country offices and NGO Partners (international and national).
- **2016-2017, Dissemination of Guidance Note:** Used in webinars which were arranged with UNHCR offices and NGO Partners in 2016, followed by conference calls in East and Horn of Africa in 2017. In 2017 a workshop on Complementary Capacity Strengthening was held in Addis Ababa, Ethiopia, co-facilitated by ICVA and UNHCR. Participants, mainly from Ethiopian national NGOs, held discussions on their own gaps, challenges and mechanisms to strengthen their capacity.
- **2018, present actions:** Discussions are now being held with UNHCR Uganda, ICVA and UNHCR Geneva on a possible capacity strengthening workshop in Uganda later this year, which would adapt the Ethiopia Workshop to fit best into the Uganda context. The Guidance Note has been posted on the UNHCR intranet, on the UNHCR Partner Portal, and on the ICVA website. The hope is for further dissemination of the Guidance Note, as a basis for the further strengthening of capacity of UNHCR and its Partners.

**Guiding questions: suggested for discussion in small groups:**

1. What can local/national NGOs do to strengthen their own capacity? What can they do themselves, and what support could they use from other agencies/Partners?
2. What complementary approaches (from international and national NGOs) can contribute to achieve localization and strengthening of national NGOs?
3. What roles can UNHCR staff and country offices play in capacity strengthening of its Partners?



Source: UNHCR/IPMS- 13 June 2018.