



Welcome the stranger.
Protect the refugee.

UNHCR-NGO Partnership Survey Results

Mark Hetfield
June 30, 2015

Respondent Data: 2014 v. 2015

2014

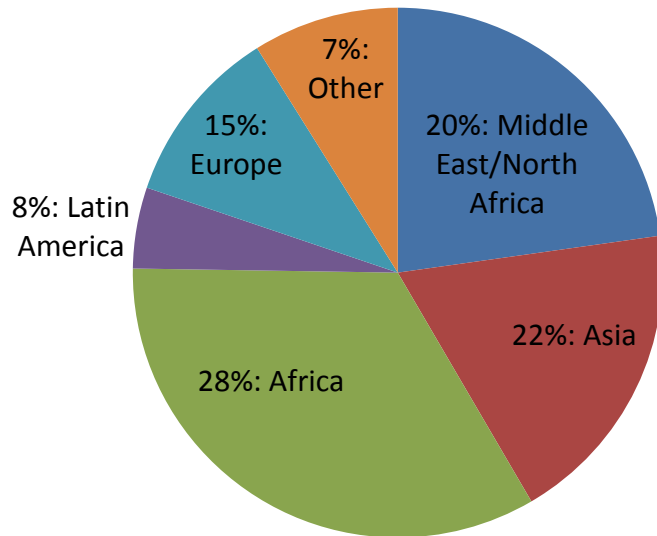
- Number of Respondents:
 - NGO Survey: 176
 - UNHCR Field Office Survey: 36
- Countries Represented:
 - NGO Survey: 67
 - UNHCR Field Office Survey: 20

2015

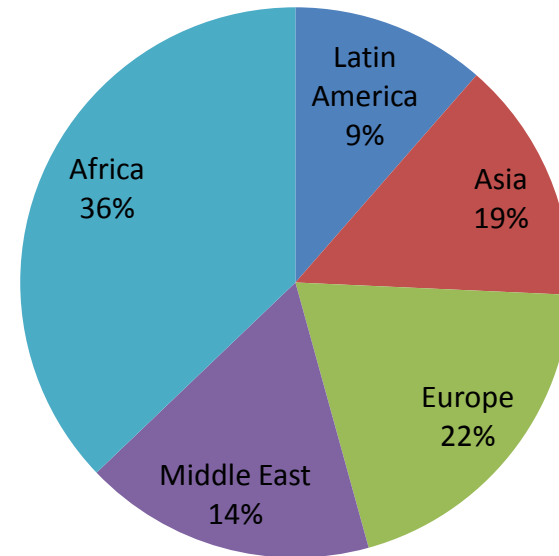
- Number of Respondents:
 - NGO Survey: 213
 - UNHCR Field Office Survey: 98
- Countries Represented:
 - NGO Survey: 58
 - UNHCR Field Office Survey: 95

Breakdown by Area of the World

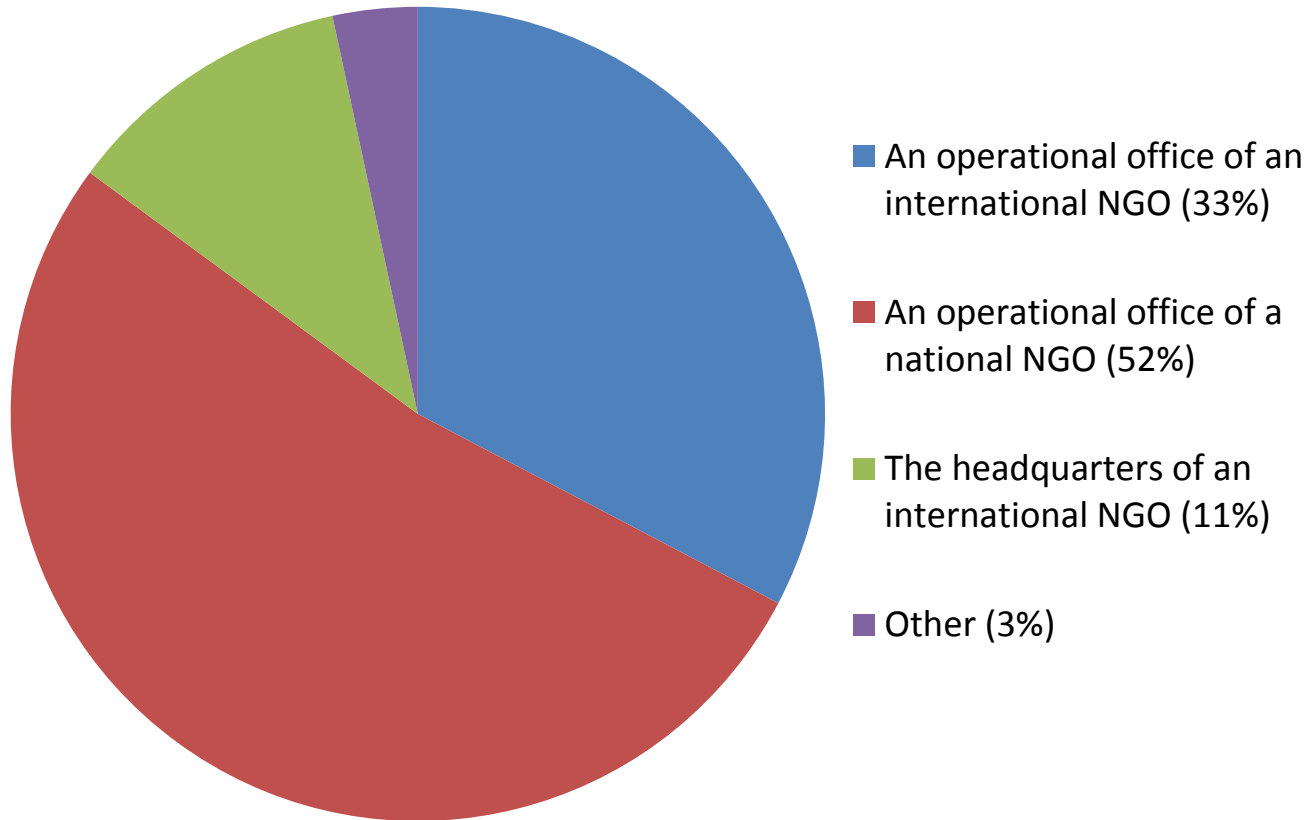
**Geographical Areas of Operation:
NGO Offices**



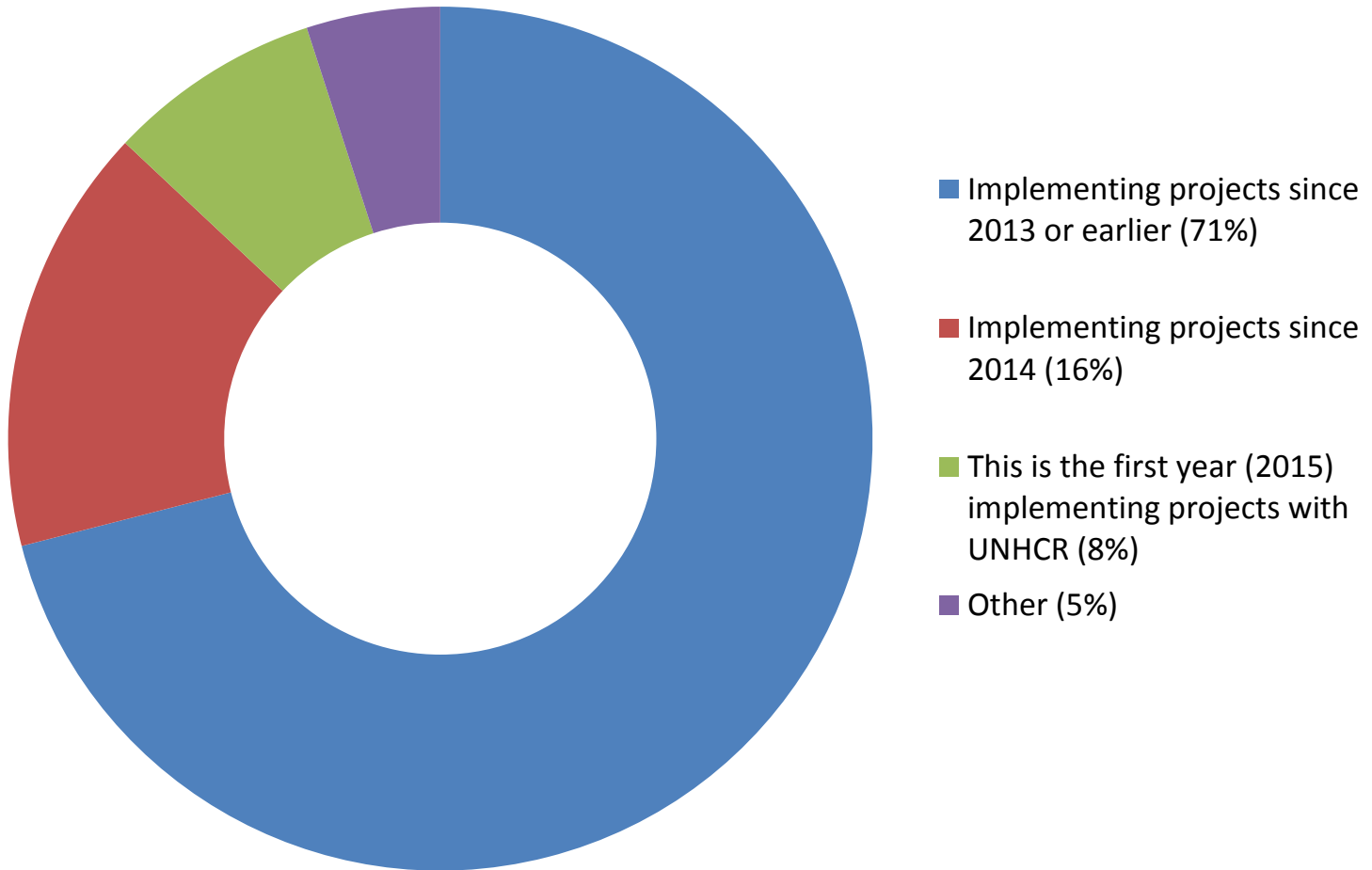
**Geographical Areas of Operation:
UNHCR Offices**



Breakdown by Type of NGO



Breakdown length of partnership



Inclusion in Country Operations Plan (COP)

Was your organization invited to UNHCR's Country Operations Planning (COP) stakeholder meeting for 2015?

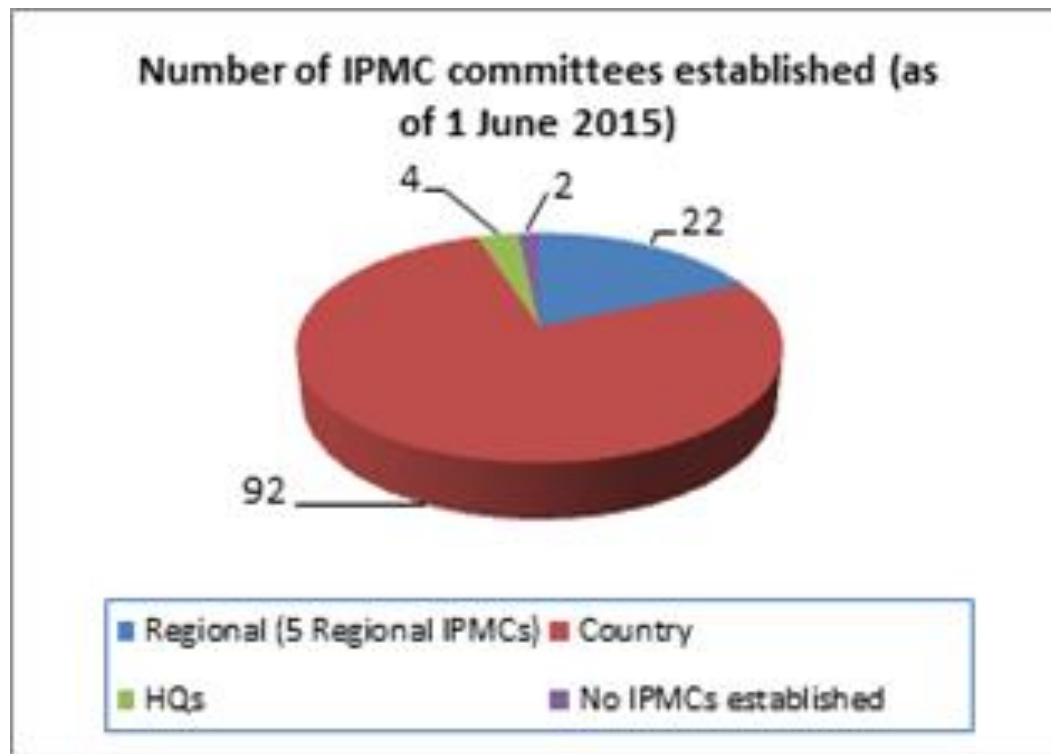
Yes, our organization was invited and attended	52%
Yes, our organization was invited but did not attend	3%
No, our organization was not invited to the COP stakeholder meeting	30%
My organization requested to attend the COP but was not invited to attend	0%
I do not know/Not applicable	15%

Comments

- "The COP meeting was canceled due to funding constraints so it hasn't happened yet."*
- "Our organization was invited to the COP stakeholder meeting last time in 2005."*
- *"The meeting was successful and informative for us."*

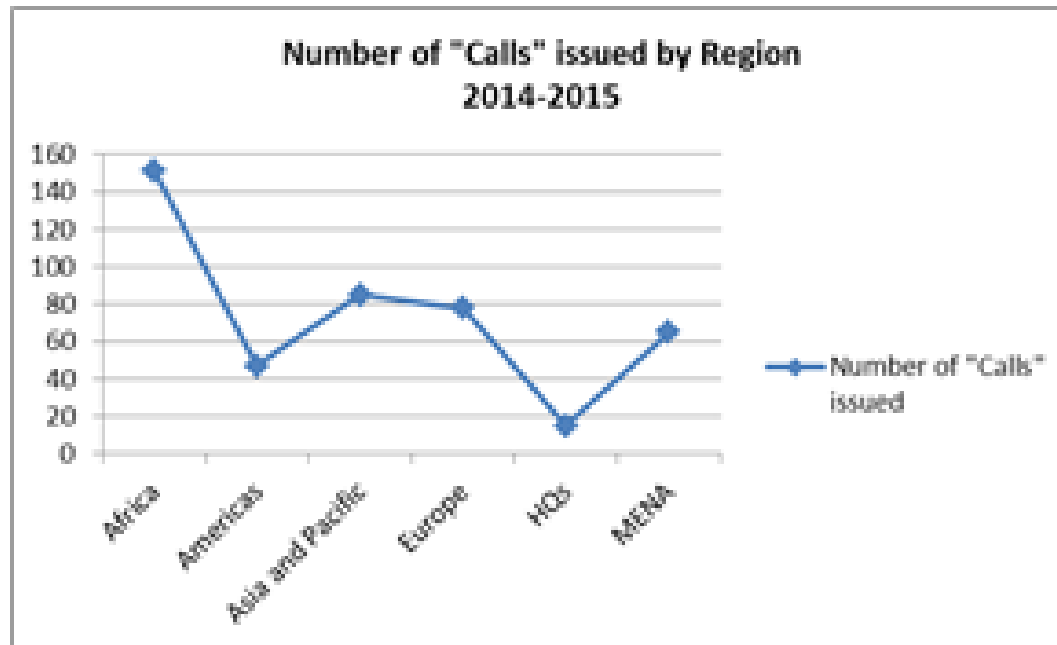
Selection of Partners

Implementing Partnership Management Committee (IPMC) breakdown, according to the 2015 UNHCR Field Office Survey:



Selection of Partners

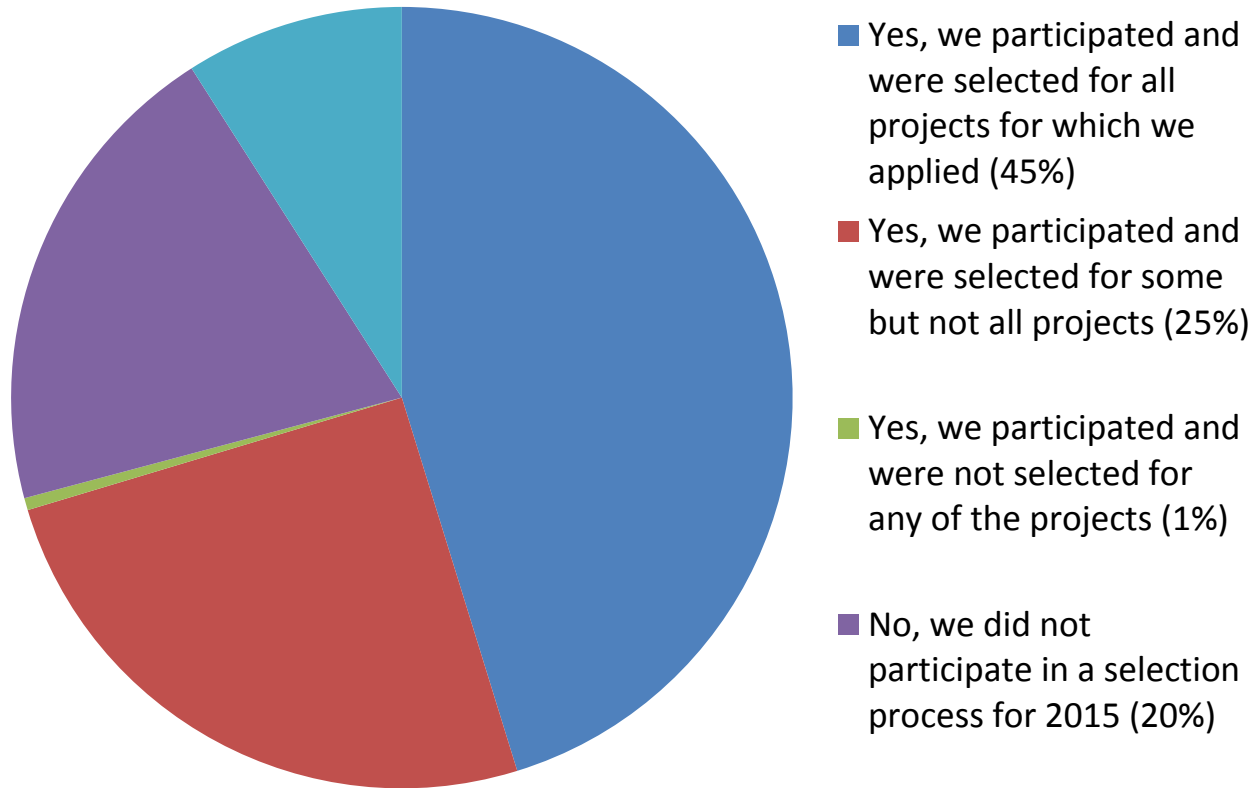
UNHCR Calls for Expressions of Interest, according to the 2015 UNHCR Field Office Survey:



- In total, there were 441 calls issued by 98 different operations
- The average number of responses per call was 2, though some operations received as many as 20.

Selection of Partners

Did your organization participate in a selection process in 2015?



Selection of Partners

If you participated and were not selected for one or more of the projects, were you informed in a timely manner of the reasons why?

Yes, we were timely informed in writing of the reason for our non-selection.	52%
We were informed in writing of the reason for our non-selection, but the decision was not timely.	10%
The letter of non-selection was timely but did not explain why we were not selected.	21%
The letter of non-selection was not timely and did not explain why we were not selected.	17%

Comments

- *“Whilst a letter that outlined the selection criteria was sent it did not provide any details regarding why a project was rejected.”*
- *“We submitted several expressions of interests for multi - sectors interventions. We got a letter explaining in which area and for which sectors we were selected, but not the reason for non-selection of the other components. We had to request a meeting with UNHCR to get a full picture.”*
- *“It is unclear what is meant by ‘timely.’”*

Selection of Partners

If you participated and were not selected, did you ask UNHCR for more information about the reason for non-selection?

Yes, we asked and received a detailed and satisfactory explanation from UNHCR.	39%
We asked UNHCR for more information but UNHCR did not even respond.	11%
We asked UNHCR for more information and they responded, but the response was not helpful.	50%

According to the 2015 UNHCR Field Office Survey, almost every Partner who submitted Concept Notes received feedback, in the form of a letter, from the Field Office:

Did everyone who submitted Concept Notes receive feedback from the Office?	
Answer Options	Response Percent
Only selected partners	16.1%
Everyone who submitted Concept Notes	83.9%

In what form was the feedback provided ?	
Answer Options	Response Percent
Letters were issued	85.6%
Individual or group meetings were arranged	9.6%
Other (please specify)	4.8%

Comments

-“The selection process is based on on-site context bearing in mind each organization's strengths in a particular field.”

-“Though the committee determined that we were the most competent to implement these activities, the Representative overrode the decision and chose another organization. We failed to understand how this was fair.”

- “The selection process was not transparent and consultation was limited. There was a general feeling that decisions had been made prior to the selection process and the selection process was more of a formality.”

International NGOs – Project Headquarters Support Costs

Did your partnering UNHCR office share the new Guidance Note on UNHCR's Contribution towards Project Headquarters Support Costs?



■ Yes, UNHCR shared the new guidance on Project HQ Support Costs before we concluded our most recent project agreement with UNHCR (59%).

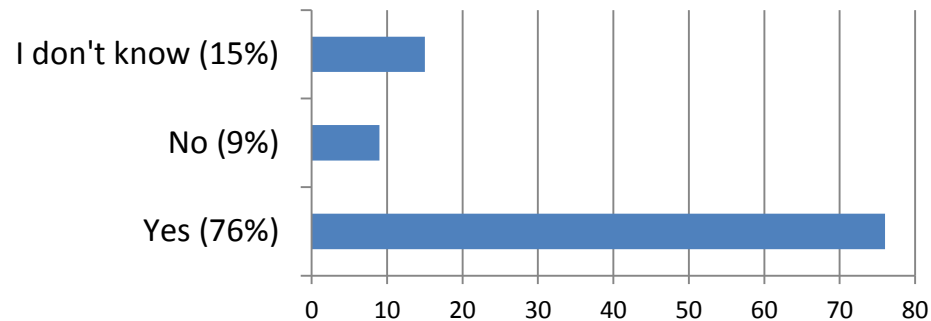
■ No, UNHCR did not share the new guidance before we concluded our most recent agreement with UNHCR, but we received the new guidance from elsewhere (12%).

■ We never received the new guidance from UNHCR (18%).

■ I do not know if we have received the new guidance from UNHCR (11%)

International NGOs – Project Headquarters Support Costs

Has the 7% rate for Project Headquarters Support Costs been applied to your current Project Partnership Agreements?



Comments

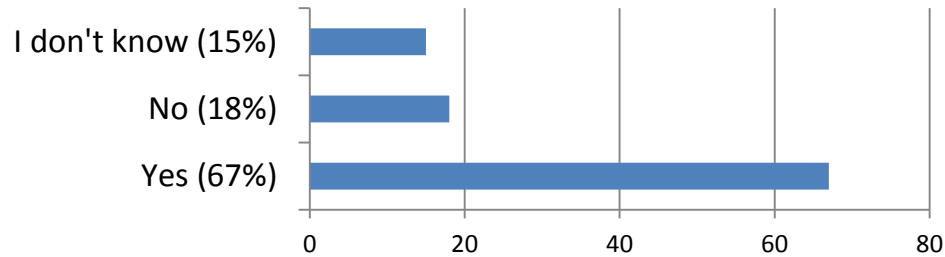
-“Calculation of procurement is still confusing.”

-“UNHCR employees seem to have difficulties in understanding what should and should not be included in the calculation of Support Costs (even though it is very clear in the Guidance Note).”

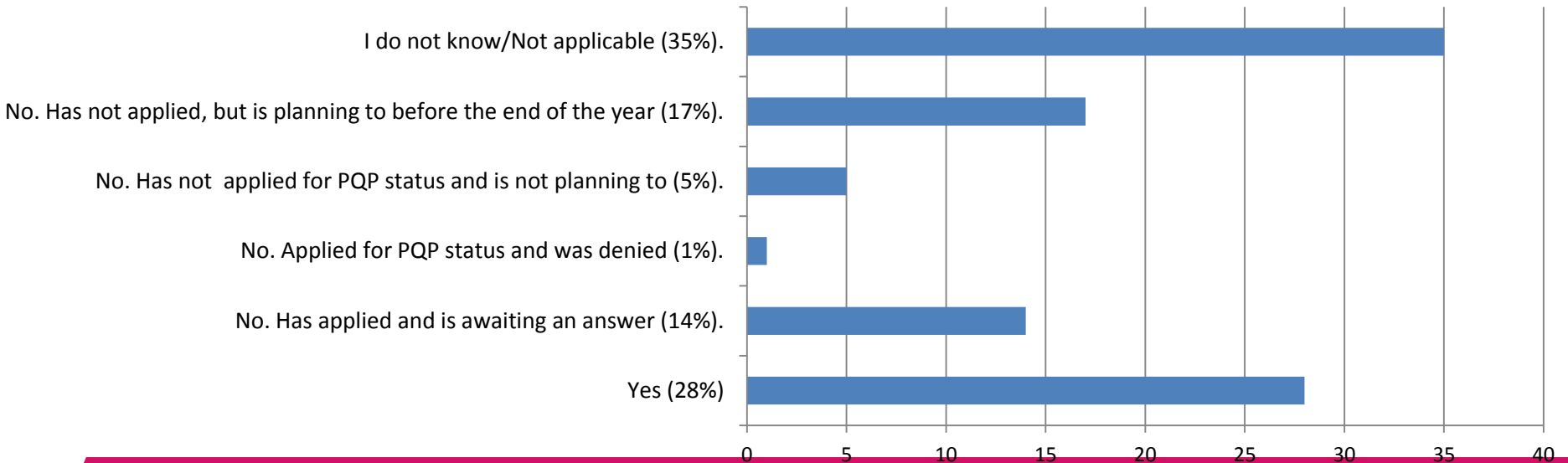
- “The rate is 7% but some lines are excluded partially or totally from the calculation. The result is that the actual PHSC is always less than the 7% of the overall budget, approximately 4%.”

Procurement by Partners

Did your partnering UNHCR office share the new Guidance Note on Procurement by Partners with UNHCR Funds?

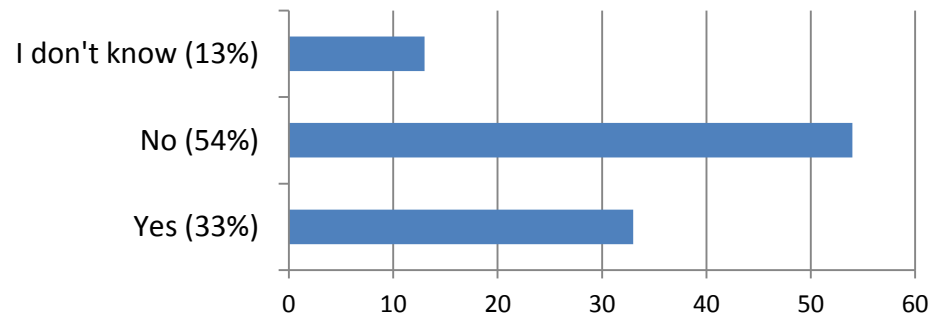


Does your organization have Pre-qualification for Procurement (PQP) status?



Procurement by Partners

Has your organization's approach to procurement changed as a result of the new policy?



Comments

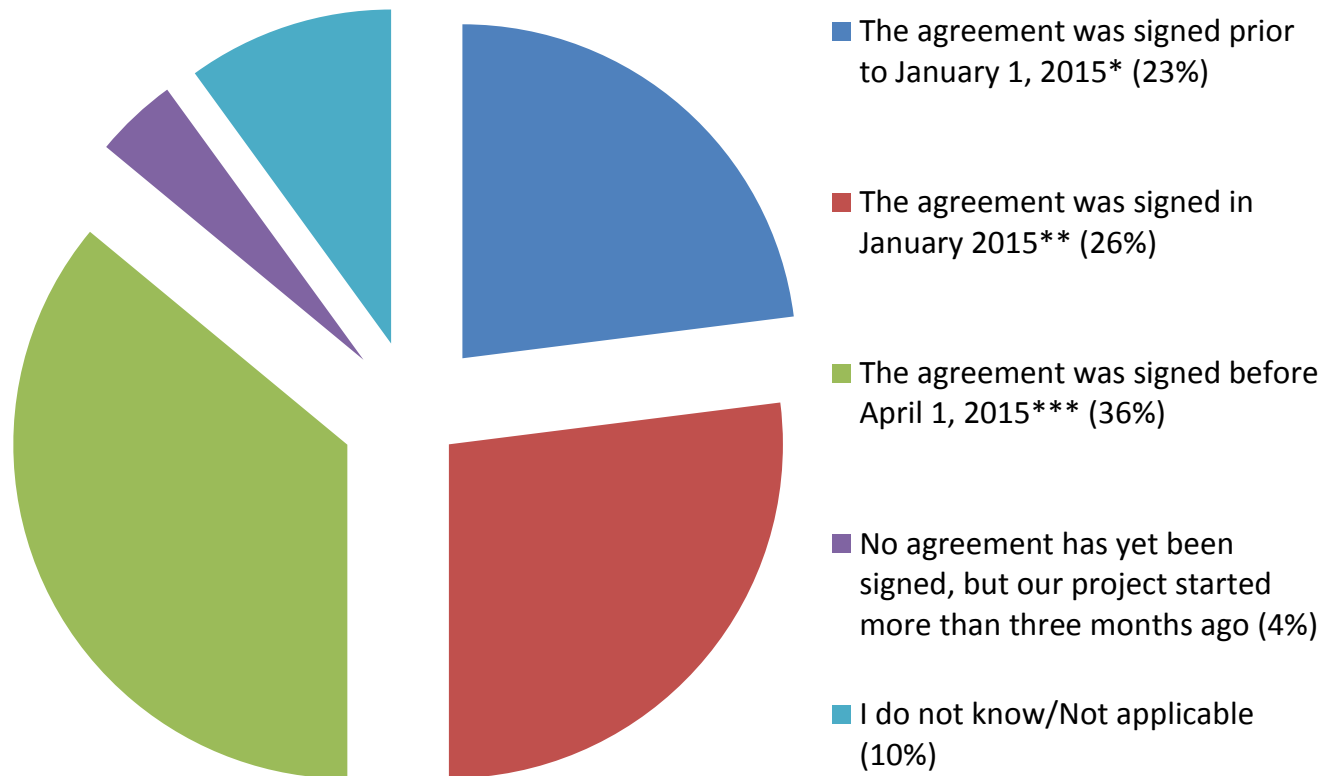
-“We have made some amendments on our procurement policy such as procurement threshold, vendor management, etc.”

-“My organization has updated its procurement policy and set up a procurement committee.”

- “Our organization's approach to procurement as a result of the new policy enabled us to review our own procurement system and to evolve certain changes to improve our implementation.”

Partnership Agreements

For NGOs with current partnership agreements: When was your agreement with UNHCR signed?



*Or, if the project is a new project, prior to the start of the project.

** Or, if the project is a new project, during the first month of the project.

*** Or, if the project is a new project, during the first 3 months of the new project.

Partnership Agreements

If the agreement was not signed prior to January 1 or prior to the start of the project, why not?

My organization submitted our project proposal one month prior to 1st January, but UNHCR and my organization both required more time to work together to make changes.	38%
My organization submitted our project proposal at least one month prior to 1st January or one month prior to the start of the project, but UNHCR did not respond in a timely manner	28%
UNHCR unnecessarily delayed or delayed without explanation the submission or consideration of proposals.	11%
My organization did not submit our project proposal one month prior to 1st January or one month prior to the start of the project	7%
The Agreement was tripartite and government had to countersign, which caused the delay.	7%
My organization requires the agreement to be signed at our HQ and the agreement was delayed waiting for HQ approval.	1%
Other	31%

Partnership Agreements

What were “Other” reasons an Agreement was not signed prior to January 1 or prior to the start of the project?

-“We submitted the proposal on time and UNHCR reviewed and approved it. However, in our country, there are holidays in January, so the signing was delayed. This did not affect the preparation and implementation of the project.”

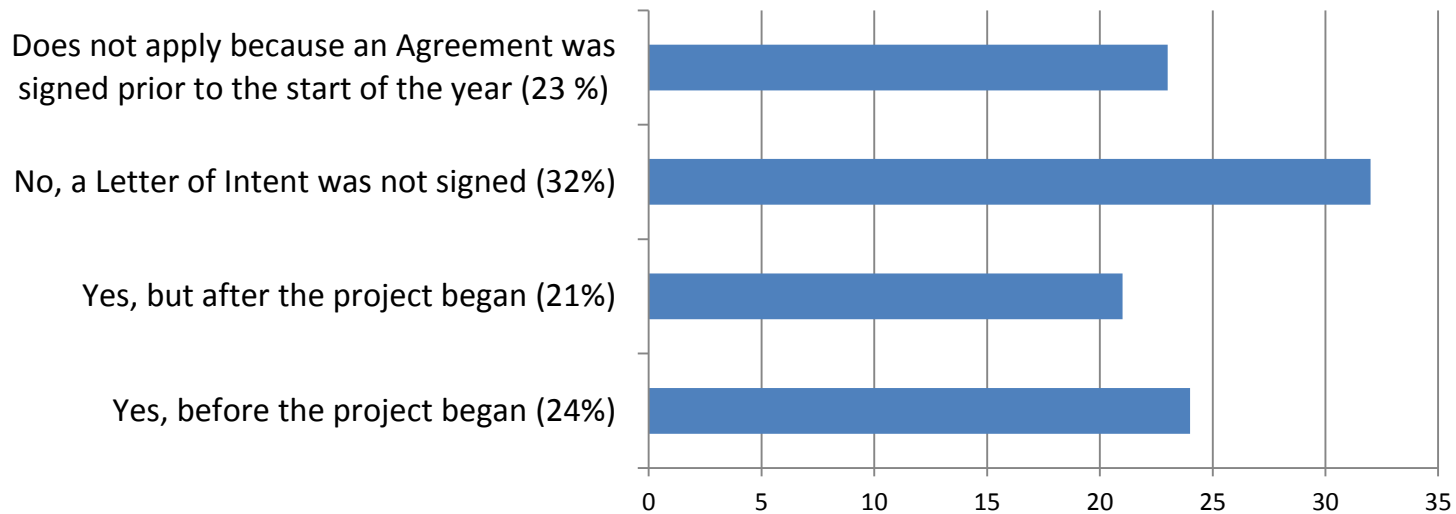
-“It's a combination of things. The request for submission of the proposal for activities was sent by UNHCR on Nov. 24 with a deadline of Dec. 1. Thereafter there is need for discussion with UNHCR and then communication of the proposal and approval from our HQ, then send to UNHCR (Dec. 30). Then there is the time for the hard copy to be sent from UNHCR which will then need to be scanned and sent to our HQ to receive delegation of authority for signature. In other words, with the process beginning so late (Nov. 24), it is unimaginable that a signed agreement could be in place by January 1.”

-“Earmarked funding from donor government had to be incorporated into UNHCR's budget before agreement could be signed.”

- “The Agreement was between a lot of partners.”

Partnership Agreements

If no agreement was signed prior to the start of the year (or prior to the start of a new project), was a Letter of Intent with UNHCR signed?

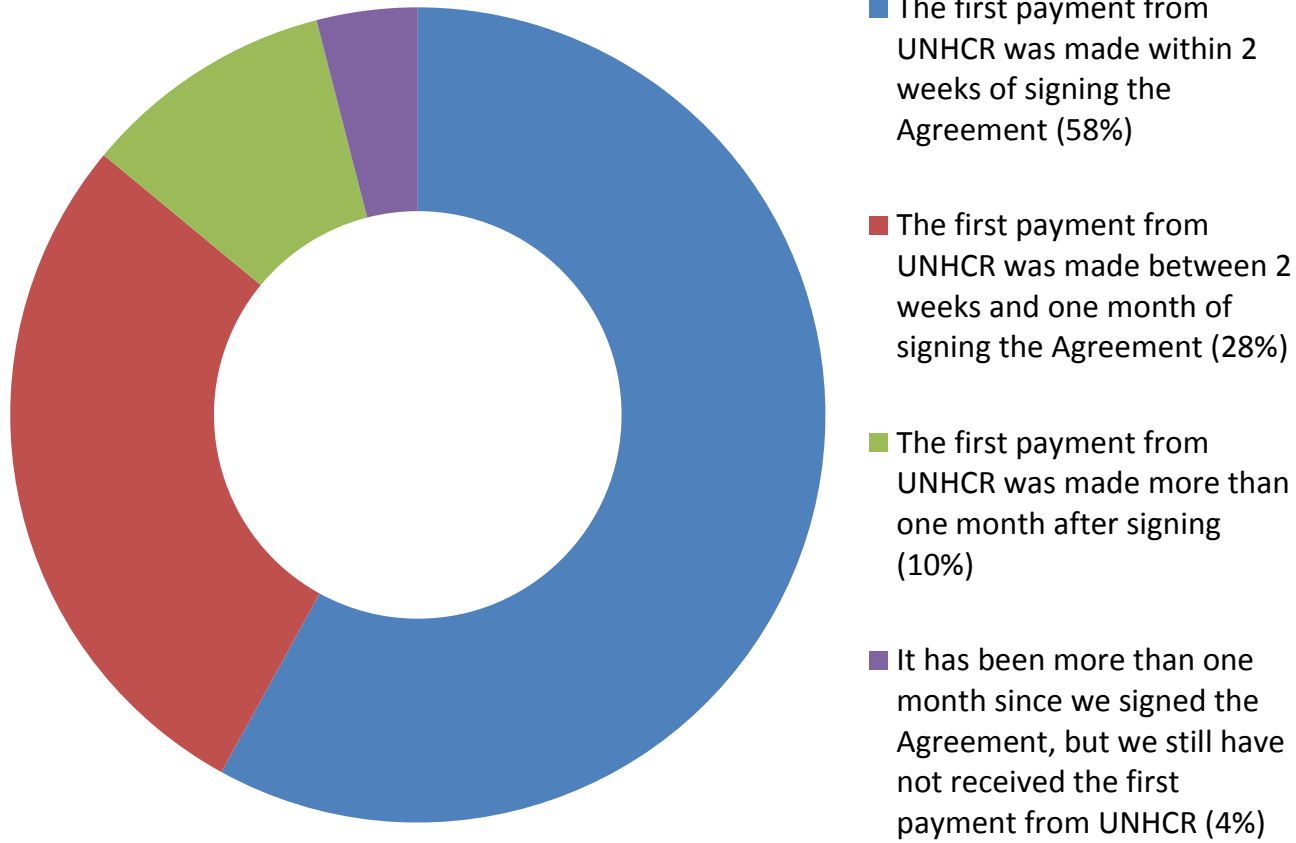


If no Letter of Intent was signed, why not?

- *“I did not know that something like this existed, but it normally is not an issue, since the activities do not immediately start 1st January.”*
- *“Not all the UNHCR area offices agreed to sign a Letter of Intent.”*
- *“We were not informed about the necessity.”*

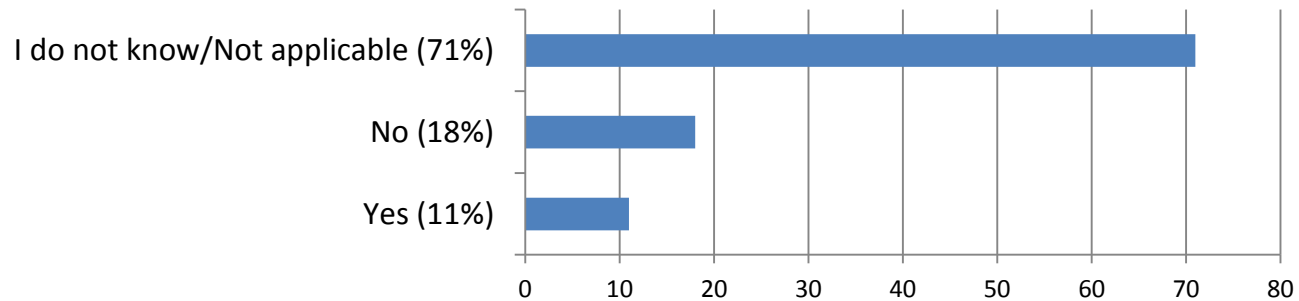
Payment

Was the first payment installment paid by UNHCR within 10 days of signing the Agreement?



Payment

If the first payment was paid later than one month after signing the agreement, did UNHCR explain the reasons for the delay?



If yes, what were the reasons for the delay?

- *“Internal processes take time.”*
- *“Bank delays due to technical issues.”*
- *“UNHCR explained that we didn't send the government approval letter for the project implementation and that is why they did not release the installment on time.”*
- *“We have received different explanations from UNHCR country office in this regard.”*

Payment

How can installment payments by UNHCR be better expedited for projects?

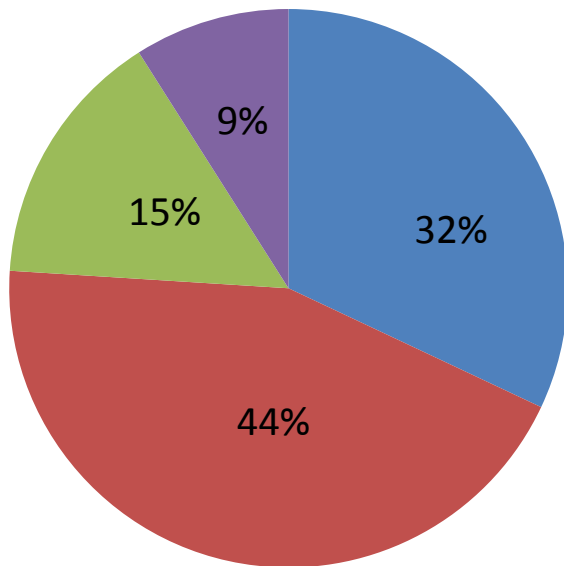
- *“It would be very good if UNHCR notified partners when they send in the installments as it will enable the partners to be aware and anticipate. Currently no notification is given and the only way to know is after funds are deposited into accounts.”*
- *“UNHCR should make requests in advance for partners to avoid delays in implementation.”*
- *“The new system proved to be very effective with a detailed installment plan per BL and split per month. The latter installment plan can be revised in case on budget revision or increase of budget which offers great flexibility and greater accountability.”*
- *“The installment plan as per new PPA , should be say for 1 quarter : 3 months+1month but country offices are still not clear about this. So despite the new agreement, the second quarter gets affected as it takes time to send IPFR , verify it and then release payment.”*
- *“There is need to lessen the time for back and forth discussions during the SPMR verification process. It would also help to get the IFPR on time so that the liquidations can be done expeditiously.”*

Perceptions of UN Partnerships

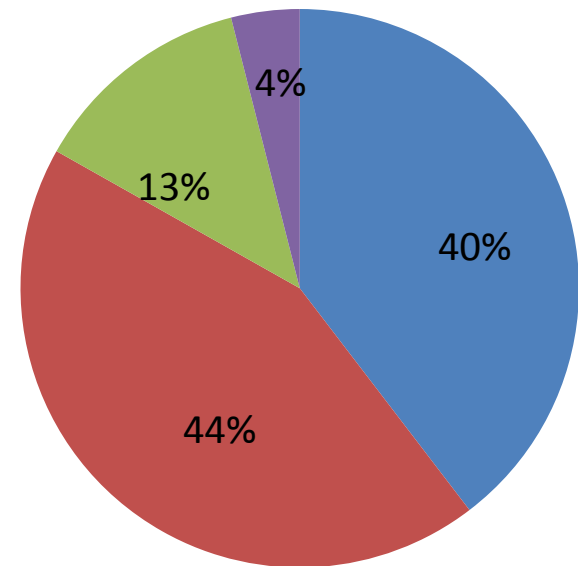
NGO Response 2014

NGO Response 2015

How would you rate your partnership?



- Excellent
- Good
- Fair
- Poor



Perceptions of Partnership

- *“Relationships at the sub-office are good; relationships with the Protection Officer in the main office are good, but the leadership in the main office is more political than operational and impacts programming.”*
- *“[UNHCR is] very approachable.”*
- *“It was very good, but since mid-2014 there is a tendency on the part of UNHCR to micro-manage and that is affecting the sense of ownership, morale, and output.”*
- *“Although we are new partners of UNHCR, the local staff are cooperative and supportive in this regard.”*
- *There are many Field Offices where the partnership is very good. In terms of having a loud voice regarding the state's policy - it's not enough.”*

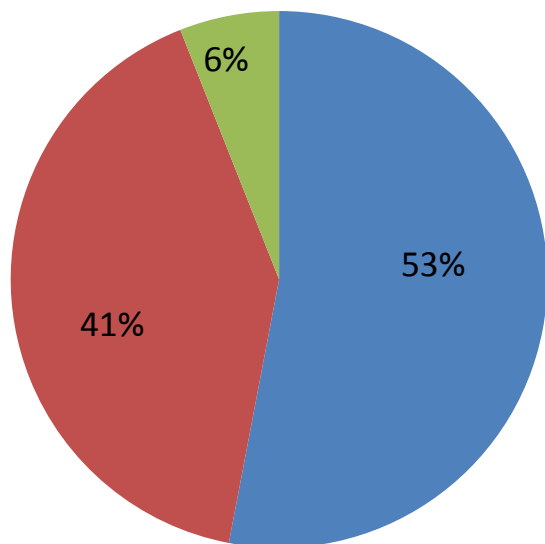
Perceptions of Partnerships:

Change in Quality of Partnership of the last 12 months

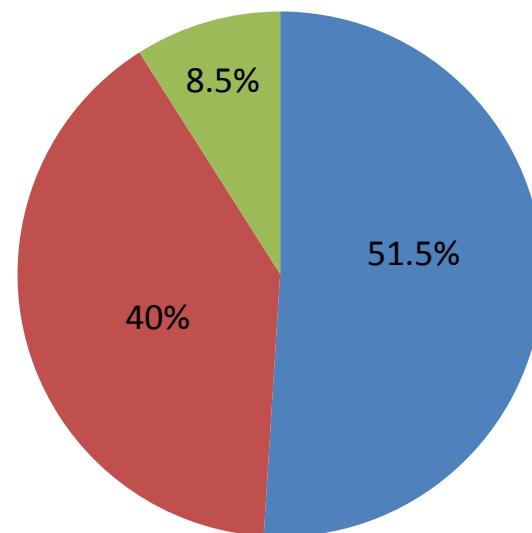
NGO Response 2014

NGO Response 2015

Has your partnership changed over the last 12 months?



■ Improved
■ Stayed the same
■ Gotten worse



Survey closing thoughts...

- *“We want a clear, transparent, responsive medium to enable smooth operation of activities. I believe that partners should be respected and seen horizontally.”*
- *“We hope we can continue the fruitful cooperation with UNHCR.”*
- *“This is a unique practice inviting NGO partners to have a say for the betterment of partnership.”*
- *“To me the most important are local staff and their understanding of the ‘on the ground’ situation. Only together, in open communication, we can make changes. It is good that they are open minded and ready to discuss all problems. The best approach among all UN Agencies.”*
- *“The consultations are highly appreciated and further encouraged to draw good practices for future partnership.”*
- *“With increasing number of refugees around the world, there is a need to develop better synergy and relations between partners and UNHCR and also to enlist other NGOs working for the poor and marginalized.”*

Questions?

Thank You!