

Special Measures for the Management of Partnerships in Emergencies



Subject	Non-emergency Operation	Emergency Situation (L2/L3)	Detailed Process
Selection and Retention of Partners			
Registration of new Partners	Registration and due diligence review through Partner Portal	Registration through Partner Portal is not required before signing Partnership Agreement (LOMI/PPA/SSA)	<p>Prior registration on the Partner Portal before signing a Partnership Agreement is not required during L2/L3, however partner is required to register through the Portal soonest the situation permits.</p> <p>In case of urgency during a L2/L3 emergency, Operation can request IPMS (epartner@unhcr.org) to create partner unique code within 24 hours. Operation has to conduct a quick due diligence to ascertain the integrity and competency of the partner.</p>
Acceleration of the selection process	Undertake selection process for the partners. Ideally the process can take up to 2-3 months.	<p>Expedite the selection process to complete it in 1-2 weeks.</p> <p>Create a roster of selected partners in advance as part of emergency preparedness.</p>	Undertake selection as per the established procedures for the selection and retention of partners (IOM/052-FOM/052/2013 and Guidance Note No. 1) in accelerated fashion during L2/L3.
Engaging Partner in Small Scale Project	The ceiling for discretionary option whether to undertake selection of partners has been raised <u>from US\$50,000 up to US\$100,000.</u>		<p>Partner may be engaged to undertake a project with a budget up to US\$100,000 without going through selection process.</p> <p>The Operation retains the option to undertake selection or not, however a basic due diligence should be conducted by the Operation to ascertain the integrity and competency of the partner to be engaged.</p>

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<p>Waiver from selection</p>	<p>In case of urgency or special situation a waiver form selection process is requested on a case-by-case basis by Field Operations to HQs (for initial review and endorsement by Bureau and approval by DFAM/IPMS).</p>	<p>Decentralization of the waiver request/approval process to the Field Operations, during the first 6 months of a L2/L3 emergency.</p>	<p>The decentralization of a waivers process is granted to the Operation’s Representative. It is no longer required to seek approval of waiver from HQs (DFAM/IPMS).</p> <p>In a situation where the Operation is compelled to engage a partner without undertaking selection process, the waiver can be approved by the Representative.</p> <p>The simplified process entails:</p> <ol style="list-style-type: none"> a) When a waiver from selection process is considered, the partner should have previous experience, monitoring and audit reports showing no qualification of audit opinion or shortcomings that would pose high operational, financial and reputational risks. b) The Country’s Implementing Partnership Management Committee (IPMC) considers waiver on case-by-case basis, and submit its recommendation to the Representative. c) Representative reviews IPMC recommendation and makes the decision to approve/reject the waiver request. d) The written documentation for waiver request/authorization should be filed in eSafe and DFAM/IPMS should be informed through an email to epartner@unhcr.org.

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Partnership Agreements			
Letter of Mutual Intent to conclude an Agreement (LOMI)	<p>Simplified start-up Agreement that allows jump-starting implementation of activities and the release of funds to address urgent needs.</p> <ul style="list-style-type: none"> • Duration of LOMI can be up to <u>six</u> months, as of 2017. • Budget (Annex B) is the <u>only mandatory</u> Annex to LOMI at the time of signing. • Key results and limited outputs. • Flexibility in budgeting allowing possibility to budget as a lump sum under relevant output when needed. 		<p>The LOMI could be used for urgent intervention as stand-alone, or as bridge, while the standard Agreement is being negotiated and concluded.</p> <p>LOMI should be created in MSRP to ensure that UNHCR's commitments are recorded and partner's risks are minimized. Other Annexes (project description, work plan, etc.) are optional or can be signed later if necessary.</p> <p>LOMI is available in MSRP in 3 languages (English, French and Spanish).</p>
Small Scale Agreement (SSA)	<p>Revised SSA modifies the format and terms of partnerships.</p> <ul style="list-style-type: none"> • The budget ceiling for SSA has been raised from US\$50,000 to US\$100,000. • Brief project description (summary of deliverables) is entered in MSRP while creating SSA. Budget (Annex B) is <u>mandatory</u> Annex to SSA at the time of signing. 		<p>SSA provides ability to enter into simple Partnership Agreement with CBO, NGO, NPO, and governmental partners.</p> <p>SSA is used for projects with limited scope or a single objective when UNHCR contribution does not exceed US\$100,000 <u>for one Agreement with a partner in a given Operation, during one Budget Year.</u></p> <p>Other Annexes (detailed Log Frame of Expected Outcomes/Results, work plan/instalment plan, etc.) can be developed after signing, if required by Operation.</p> <p>SSA is available in MSRP in 3 languages (English, French and Spanish).</p>

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Standard Project Partnership Agreement (PPA)		<p>In case of urgency (not just emergency) only the project agreement and the budget are mandatory at the time of signature. The remaining annexes, including the project description, the work plan, instalment plan and the partner personnel list can be finalized within one month of the agreement signature.</p>	<p>When concluding s Project Partnership Agreement in a L2/L3 emergency, only the project agreement (from MSPR) and the budget (Annex B) are mandatory at the time of agreement signature.</p> <p>The remaining annexes (the project description, the work plan, the instalment plan and the partner personnel list) can be finalized within one month of the agreement signature.</p> <p>PPA is available in MSRP in 3 languages (English, French and Spanish).</p>
Amendment of Agreements		<p>Agreement amendments require revision of the relevant annexes: budget, project description, partner personnel list and later instalment plan, to align all for consistency.</p> <p>In case of urgency (not just emergency), only the agreement amendment (a simple three page document) and the budget are required at the time of signature of an agreement amendment.</p> <p>The remaining annexes, including the project description, the work plan, the instalment plan and the partner personnel list must be updated soonest the situation permits but not later than 31 December of the calendar year. Moreover, only those annexes that have changed are required to be part of the amendment.</p>	<p>In a L2/L3 emergency, only the agreement amendment (a simple three page document from MSPR) and the budget (Annex B) are required at the time of signature of an amendment.</p> <p>The remaining annexes (project description, work plan, instalment plan and partner personnel list) must be updated soonest the situation permits but not later than 31 December of the calendar year. Only those annexes that have changed are required to be part of the amendment.</p>

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Verification and release of instalments	<p>UNHCR needs to be prudent and flexible in managing resources entrusted to partners in emergency and non-emergency situations.</p> <ul style="list-style-type: none"> • Risk-based and multi-functional approach for monitoring and verifications. • Risk-based monitoring/verification plan developed through multi-functional approach. • Advance monitoring to allow timely and appropriate methods (site visit, desk review, sampling, document review, cross-checking, etc.) for verification of Project reports and release of funds. 		<p>In a L2/L3 emergency it is critical to expedite verification and the subsequent release of instalments but without compromising UNHCR's due diligence responsibility.</p> <p>The risk-based approach to monitoring allows for a desk review of the Partner Financial Reports (PFR) to facilitate the release of the subsequent instalments.</p> <p>Advance monitoring prior to submission of PFR and followed up at a later date by a more in-depth verification of documents or on-site visits for higher-risk partners would allow combining prudence, flexibility and speedy management of instalments and use of resources.</p>
Procurement by Partner	<p>UNHCR's policy on procurement by partners (HCR/HCP/2014/11 and Guidance Note No. 4) requires limiting procurement by partners to those occasions when the partner has a clearly proven advantage and when the situation is compelling.</p> <p>As such, an operation must clearly justify the reasons for conducting procurement through a partner, including completing Annex 1 of the Policy document to be signed off by the Representative. Moreover, Pre-qualification for Procurement (PQP) is required for any partner designated to procure more than US\$100,000 under one Partnership Agreement.</p>		<p>The policy on procurement by partners remains in force in a L2/L3 emergency, including the requirement of limiting procurement by partners to those occasions when the partner has a clearly proven advantage (including justification documenting engagement of a partner, PQP).</p> <p>However, in case of urgency and exceptional situation, a partner that commits to submit its application for Pre-qualification for Procurement within the first six months of the project, can be engaged for undertaking procurement (more than US\$100,000) under one Partnership Agreement.</p>