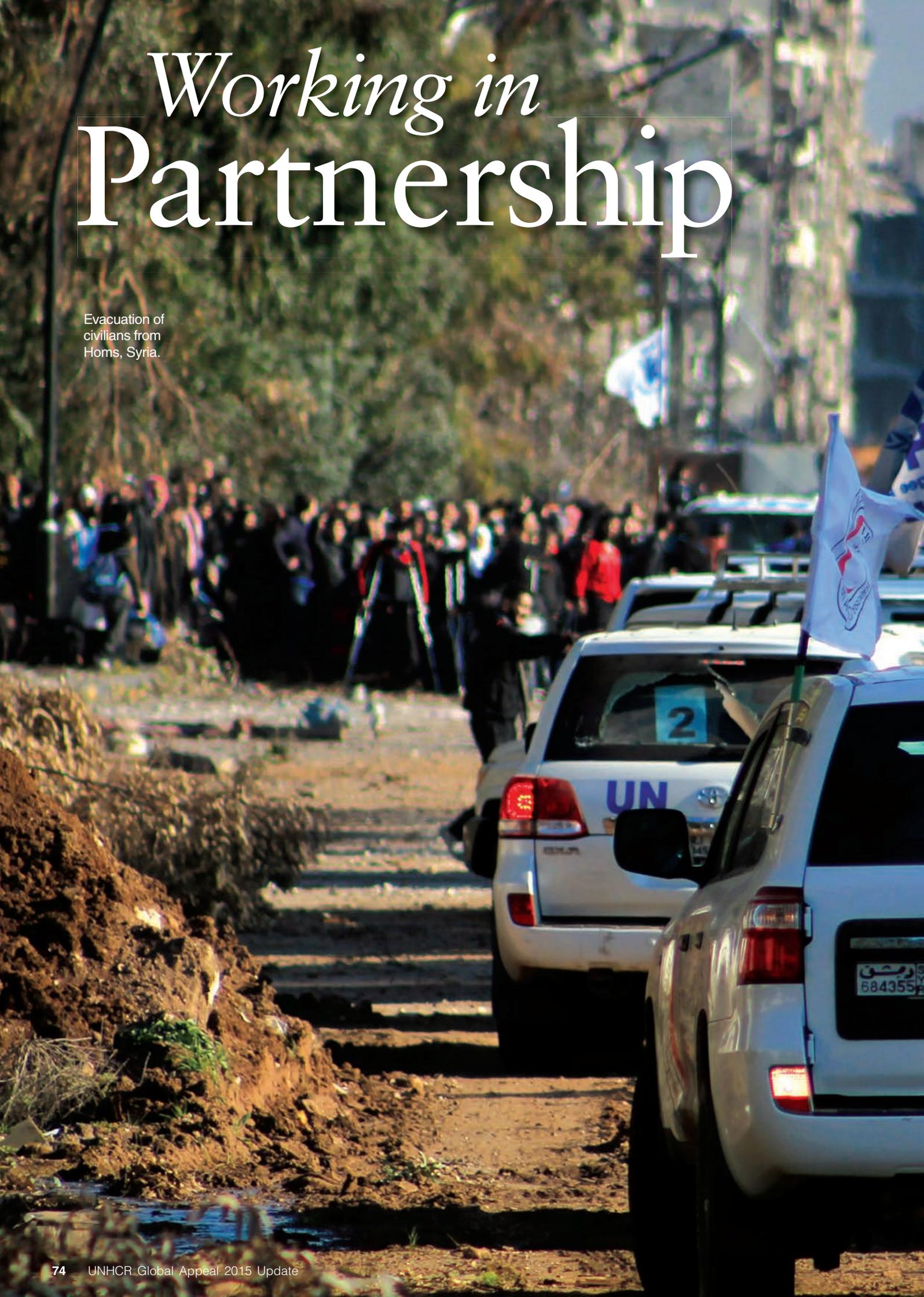


Working in Partnership

Evacuation of
civilians from
Homs, Syria.





In providing protection and assistance to people of concern around the world, UNHCR relies on the expertise of a wide range of partners.

These include not only UN agencies, non-governmental organizations (NGOs) and governments, but also academia, think tanks and private companies. The support that these partners provide is crucial in helping UNHCR to fulfil its responsibilities.

This chapter takes a look at UNHCR's collaboration with partner organizations and previews work in this area in 2015. ●●●

AGENCIES IN ACTION TOGETHER

UNHCR has been a key supporter of the Inter-Agency Standing Committee (IASC) Transformative Agenda (TA) since its inception in 2011. Its commitment to the TA is carried out primarily through the Office's work on the normative elements and its strong cluster leadership in various Level-3 emergencies. UNHCR also undertakes to meet its leadership obligation by actively identifying experienced senior staff for the roster for Humanitarian Coordinators.

In order to respond and meet the inter-agency operational and programmatic policy developments, UNHCR has strengthened its internal organizational structures. The new structure will enable it to nurture more systematic and consistent relations with its humanitarian and development partners as well as to address the fast-paced reforms of the humanitarian and development systems and subsequent UN humanitarian and development inter-agency policy developments.

In the second half of 2013, UNHCR codified the approach to its mandated leadership and coordination of refugee emergencies. The Refugee Coordination Model (RCM), which was the result of this process, was formally launched in December 2013. The RCM draws on best practices from the field and the TA's focus on leadership, coordination and accountability, while seeking to ensure complementarity and flexibility. It affirms the host country's primary responsibility for the protection of refugees; UNHCR's responsibility for engaging with the host government on refugee-related matters; and

its lead in strategic planning with operational partners, overall coordination of a multi-sectoral response and coordination of protection.

By clarifying roles and responsibilities, the RCM makes UNHCR's approach to coordination more predictable, inclusive and partner-friendly, and helps ensure that refugees and other people of concern receive the assistance and protection they need.

In April 2014, the High Commissioner and the Emergency Relief Coordinator agreed to simplify and clarify their coordination arrangements with the aim of achieving greater efficiency and effectiveness in delivery of services to the forcibly displaced. The Joint UNHCR-OCHA Note on Mixed Situations agreed in April 2014 spells out roles and responsibilities and outlines respective leadership and coordination functions in mixed IDP and refugee situations. As part of its roll-out, an inter-agency team comprised of UNHCR, OCHA, WFP, UNICEF and NGO representatives undertook missions to Afghanistan, the Democratic Republic of the Congo and Pakistan. Further missions in support of the roll-out are planned for in 2015.

COORDINATION AT UN HEADQUARTERS IN NEW YORK

In 2015, the Liaison Office in New York will continue to play a critical role in promoting UNHCR's work. This will entail activities to raise awareness on UNHCR's evolving role in addressing complex emergencies, and its outreach activities with NGO partners, innovators, academics and policy groups to further anchor understanding of UNHCR's mandate among key civil society actors in New York.

Through active participation in inter-agency task forces and assessments, the Office will continue to lobby for the security of displaced people and humanitarian access.

In close partnership with other humanitarian actors, UNHCR will advocate for durable solutions for people of concern to be mainstreamed as part of the Post-2015 Development Agenda. Other areas of sustained strategic engagement will include the sharing of best practices and protection tools for preventing sexual and gender-based violence; meeting the requirements of people with special needs during displacement and reintegration; and ensuring that protection strategies developed by the Global Protection Cluster are incorporated in UN inter-agency responses.

PARTNERSHIP WITH NON-GOVERNMENTAL ORGANIZATIONS

UNHCR's Annual Consultations with NGOs continue to be an important platform for an exchange of experience on regional and thematic issues of common concern. With more than 400 participants from all over the world, and building on 2014's social media initiatives, in 2015 this dialogue will involve more civil society actors than ever in refugee, displacement and statelessness issues.

UNHCR will continue to strengthen collaboration with NGOs in the field. As follow up to the High Commissioner's Structured Dialogue, partnership support missions by UNHCR with ICVA and InterAction will facilitate field-level dialogue and identification of opportunities to improve the application of partnership principles. The roll-out of the RCM will also continue to closely involve partners, ensuring

opportunities for dissemination and feedback.

Speaking at the 65th session of the Executive Committee in Geneva in October 2014, the High Commissioner expressed his strong conviction about the importance of such dialogue:

"... I always had, influenced by a German philosopher, Habermas, the deep belief that what is crucial in a democratic system is the permanent interflow of communication between the political establishment and civil society, and the fact that this permanent interflow of communication has an influence on political decisions on a constant basis, and not only when there are elections. And what I believe is true for a national democracy, is true for international organizations. What is crucial in the way we do business is to have a permanent flow of communication with civil society, the NGO movement, and to make sure that that permanent interaction has an influence on the decisions we take and on the strategies we adopt."

*– High Commissioner
António Guterres*

UNHCR will continue to review, revise and strengthen bilateral relations with key NGO partners at global level to identify common priorities and synergies in both operational activities and advocacy, and to proactively address any emerging problems. Many of these NGOs also collaborate directly with UNHCR, through initiatives such as the Solutions Alliance, the development of guidance and tools supporting new global strategies, global and regional advocacy on issues such as statelessness and IDPs, and in research and innovation.

UNHCR's Implementing Partnership Management Service

coordinates activities and provides guidance, support and oversight in the management of implementing partnerships. In 2015, the Service will continue to focus on consultations with partners and other stakeholders on the development and maintenance of policies and procedures to enhance accountability, operational flexibility and overall partnership.

A MULTITUDE OF PARTNERSHIPS FOR A MULTIPLICITY OF NEEDS

The contributions and support of a vast range of partners working with UNHCR in diverse situations are mentioned throughout this Appeal, particularly in the regional and country chapters. The examples below illustrate cross-cutting partnerships in thematic areas.

Shelter

UNHCR's Global Strategy for Settlement and Shelter (2014-2018) was launched early in 2014 and presented to key partners including ACTED, Care International, DRC, IFRC, IOM, NRC, UN-Habitat, and the Swiss Agency for Development and Cooperation (SDC). UNHCR will further strengthen existing partnerships as well as develop diverse and innovative collaboration with the private sector and academia.

Building technical capacity for settlement and shelter within UNHCR and partner organizations is one of the cornerstones of the strategy. UNHCR is scaling up its training initiatives and collaborating with entities such as the SDC and academic institutions to ensure that its specialists benefit from a broad range of knowledge and expertise. Standby agreements with partners such as Canadem, the Danish Refugee Council, the Norwegian Refugee Council and the Swedish Civil Contingencies Agency, will ensure that UNHCR is able to deploy qualified technical staff to

the increasing number of emergency situations.

Water

In 2014, UNHCR, in partnership with the International Rescue Committee (IRC), launched the Cost of Water Project which includes the development of a tool to support improved planning and effective management of refugee water supply systems whilst ensuring the right level of investment is allocated to sustain the required supplies to refugee and host communities. As part of the development cycle, UNHCR and IRC are currently piloting the life-cycle cost approach in Bambasi camp in western Ethiopia.

Child health

Improving Infant and Young Child Feeding is a major pillar in UNHCR's Global Strategy for Public Health 2014 – 2018 and will be a given a particular focus in the coming years. UNHCR has entered into a partnership with Save the Children in order to develop an infant-friendly framework for action for implementation in refugee situations. This partnership will allow for concrete guidance and prioritization of these activities as well as the implementation and adjustment of the strategy beyond 2015.

Education

As an active member of the Education Cluster Working Group and on the Inter-Agency Network for Education in Emergencies Steering Committee, UNHCR has been instrumental in raising the profile of refugee education on a global level and prioritizing strengthened partnerships with national ministries of education, UNICEF and other partners to improve education services for refugees. Working with partners such as The Saïd Foundation, Education Above All and Vodafone, UNHCR welcomes

this broadened donor base for innovative education programming.

Mixed migration

The Office is a key player in the Global Migration Group, the Global Forum on Migration and Development (a government-led process), and the Inter-agency Coordination Group against Trafficking in Persons.

UNHCR works with IOM, UNODC, UNICEF, OHCHR and NGOs to find pragmatic approaches to situations where asylum and migration intersect. These partnerships support a rights-based approach to migration, especially in situations where people of concern to UNHCR are at risk of trafficking and other abuse.

The challenges of protecting displaced people who take to the high seas in desperation are complex and ever more urgent. The 2014 High Commissioner's Dialogue on Protection Challenges will focus on UNHCR's Protection at Sea Initiative, engaging a wide range of non-traditional partners and stakeholders.

Detention

In 2015, UNHCR will pursue the implementation of the Beyond Detention initiative, a global strategy to encourage and support governments in efforts to end the detention of asylum-seeker and refugee children, and promote alternatives to detention. UNHCR and the International Detention Coalition will continue to implement their memorandum of understanding on joint efforts to promote alternatives to detention.

Legal standards

To develop international legal standards for the protection of refugees, stateless people and the internally displaced, UNHCR will continue to engage with

academics and with judicial and legal communities. The Office's collaboration with court processes around the world will continue as will collaboration with lawyers, legal aid organizations, courts and judges' associations, such as the International Association of Refugee Law Judges. As a member of the UN Network on Racial Discrimination and Minorities, UNHCR will engage with other organizations to combat racial discrimination, in particular with the OSCE's Office for Democratic Institutions and Human Rights.

Community-based protection

UNHCR will strengthen and forge new partnerships with community-based organizations and relevant government ministries, to build upon and reinforce community-based protection initiatives, in particular with host country organizations that play a key role at local level in supporting people of concern with disabilities.

Child protection

UNHCR is partnering with Columbia University in the United States to strengthen child protection programming through the Safe from the Start initiative. An initial pilot assessment has been completed in Rwanda, with field work continuing in Uganda. UNHCR continues to work closely with a growing number of partners including Save the Children, RefugeePoint, ICMC and the International Rescue Committee to maintain, develop and support the child protection capacity.

Information management

In November 2014, UNHCR and its partners UNICEF, OCHA and WFP have launched the first joint information management (IM) training course for standby partners, hosted by the Swedish Civil Contingencies Agency. The course

is the direct result of requests for support and will help to expand IM capacity-building programmes for humanitarian staff.

The emerging partnership with Statistics Norway, the Norwegian Refugee Council and the Norwegian Ministry of Foreign Affairs enables statistical experts to undertake support missions to UNHCR operations. In 2015, this collaboration will include the presentation of a background paper on challenges in establishing displacement statistics at the 2015 UN Statistical Commission.

Livelihoods

UNHCR has created a livelihoods advisory board comprised of development NGOs, donors, research institutions and other UN agencies. Board members include prominent staff from the Ford and Rockefeller foundations, Oxfam America, Synergos, the SEEP Network, the International Trade Centre, ILO, the Consultative Group to Assist the Poor, and researchers from the University of Illinois and BRAC University.

Global clusters

UNHCR leads the Global Protection Cluster and co-leads two other Global Clusters – Shelter and Camp Coordination and Camp Management – sharing its responsibilities with IFRC and IOM respectively (see *Engaging with IDPs* chapter). ■

● *World Food Programme*



WFP is one of UNHCR's most important partners. As global food needs reach unprecedented levels, WFP and UNHCR remain strongly committed to effectively addressing chronic and acute malnutrition in refugee populations.

The growing trend of delivering food assistance to displaced populations through cash and voucher based modalities is changing the way the two agencies work with traditional NGOs and government counterparts. Hence, a model tripartite agreement is being developed for country offices to ensure that roles and responsibilities are clear.

Significant reductions in food rations for refugees in Africa have posed a major threat to their nutritional status and food security. Owing to funding constraints in 2014, WFP has been compelled to reduce rations by up to 60 percent for some refugee populations. In response, together UNHCR and WFP launched an advocacy campaign to draw attention to the need for resources, and the importance of granting refugees access to land for cultivation and better livelihood opportunities. New strategies for targeting food assistance and building self-reliance to reduce food aid dependency are being explored through pilot projects in Chad and Uganda. ■

● *UNICEF*



Together, UNHCR and UNICEF are working hard to strengthen their collaboration in refugee contexts, particularly in planning, preparedness and information-sharing, notably in the areas of education and child protection, WASH and health/nutrition.

UNICEF and UNHCR will continue with joint training for standby partners in WASH, education and child protection in emergencies, to better equip potential deployees to apply their skills to both refugee and cluster operations. Joint education programme coordination will continue in several refugee situations in Africa including

Dadaab (Kenya) and Dollo Ado (Ethiopia); and UNICEF and UNHCR will co-lead regional education meetings, mobilize resources together and carry out joint regional assessment missions.

The two agencies will expand field collaboration in the areas of hygiene promotion; the procurement of WASH items; WASH programming in urban environments; and UNHCR's 'cost of water' study. Joint regional emergency nutrition preparedness and response workshops are planned as well as enhanced collaboration on nutrition needs assessments and planning. ■

UNHCR and WFP reassure Maban refugees over food shortage

This article is an adapted version of a UNHCR news story

2 JUNE 2014



UNHCR/P. RULASHE

A displaced mother with her hungry baby in South Sudan's Maban county.

MABAN COUNTY, South Sudan, June 2014 | *Nadia Turimbil does not mince her words: "In Blue Nile, my family and I fled from the Antonov. In Maban, the Antonov has become hunger."*

The comparison is stark – equating fighter planes that forced her to flee her village in Sudan with the recent food shortages in South Sudan's Maban county.

She was telling her story during a joint visit last week by UNHCR Representative for South Sudan, Cosmas Chanda, and WFP's country director, Michael Sackett. They had come to Maban in the north-east to engage with refugees and humanitarian agencies on the challenges in transporting food from the capital Juba and other locations, amid insecurity in South Sudan.

Nadia pointed to a nearby group of children swatting flying ants, drawn out of the ground by recent rains. "That," she said to her rapt audience, "is what children are collecting to help supplement the little food we have available."

The refugees received a seven-day ration in March, food for a 10-day period in April and a 20-day ration in May. During Wednesday's meeting with refugee leaders from the four Maban camps – Doro, Kaya, Yusuf Batil and Gendrassa – WFP assured them that it would try its utmost to provide a full 30-day food ration in June.

At the same time, UNHCR and other humanitarian agencies are exploring the possibility of refugees growing their own food. Through Maban's county commissioner, refugees in Kaya camp have acquired a little over five square kilometres of land to begin farming.

UNHCR is also making progress on reaching agreement with the host community and local authorities on the designation of land for agricultural activities in Gendrassa, Doro and Yusuf Batil camps.

Having acquired 45 tonnes of seeds, UNHCR's Chanda is hopeful that alongside WFP's efforts to overcome the logistical hurdles to delivering food to Maban and provide full rations this month, the refugees will use the seeds to grow food – rather than to eat them to make up for the food shortage. "A lot is riding on the provision of food," he said. "In as much as we appreciate and support WFP in its efforts to turn this situation around, it was very important to meet with refugees jointly, and for them to explain to us, first hand, what their concerns are because we will continue working on this issue until the 30-day ration is restored."

These words have given Nadia some relief: "All we can do now is pray and hope for peace in this country and an end to the suffering and hardship everyone is going through." ○