



A displaced woman from Kilimani camp, in the DRC, benefits from a UNHCR-supported interactive conflict resolution project implemented by Search For Common Ground.

Working in Partnership

T IN 2010, UNHCR strengthened alliances with a wide spectrum of partners, including governments, other UN agencies, intergovernmental organizations, the Red Cross and Red Crescent Movement, national and international NGOs, academic institutions, corporations and interested individuals, as well as beneficiaries and host communities. These relationships helped the Office protect and assist refugees, internally displaced persons (IDPs) and stateless persons more effectively.

COORDINATING WITH INTERNATIONAL ORGANIZATIONS

UNHCR continued to play an important advocacy role at UN Headquarters in New York. In addition to providing regular updates and reports to the UN Secretariat and other bodies, the Office played an active role within the Inter-Agency Standing Committee (IASC) and helped develop policies and tools to assist humanitarian coordination efforts. UNHCR also sought to reinforce inter-cluster coordination in its capacity as cluster

lead for protection and cluster co-lead for emergency shelter, as well as camp coordination and camp management.

Working with the IASC Task Force on Climate Change, UNHCR advocated for the rights of people displaced by the effects of climate change. These efforts led to the recognition in the Cancun Adaptation Framework, adopted at the 2010 Climate Change Conference in Mexico, that migration, displacement and planned relocation are often driven by climate change.

UNHCR worked to support the UN Delivering as One initiative and helped develop policies within the UN Development Group (UNDG), which were inclusive of populations of concern to UNHCR, including returnees. The Office also played an active role in the Common Country Assessments (CCA) and in the UN Development Assistance Framework (UNDAF), ensuring that the needs of these populations were incorporated in national development plans.

UNHCR strengthened its cooperation with the Peacebuilding Support Office, by participating in its Senior Policy Group. It also worked closely with the departments of

Peacekeeping Operations and Political Affairs to advocate for the protection of refugees and others of concern, as well as for humanitarian access, in the context of UN political and peacekeeping missions.

UNHCR also participated in several UN inter-agency forums, such as the Rule of Law Coordination and Resource Group, UN Action against Sexual Violence in Conflict, the UN Inter-Agency Network on Women and Gender Equality, the Inter-Agency Mine Action Coordination Group and the Inter-Agency Working Group on AIDS. The Office also provided input to the Commission on the Status of Women, the Committee on the Elimination of Discrimination Against Women and the Human Rights Committee.

UNHCR participated in the health, nutrition and water, sanitation and hygiene clusters. In some countries, such as in Pakistan, UNHCR led the development of web-based health information systems. Its efforts to reduce malaria continued to receive support from the UN Foundation's *Nothing But Nets* campaign. Contributions from the Central Fund

for Influenza Action Programme have helped UNHCR build its capacity—and that of its partners—to prevent and respond to epidemics.

UNHCR joined nutrition and food security partners in developing links with the Emergency Nutrition Network. The 2002 Memorandum of Understanding (MOU) between UNHCR and WFP has been revised to strengthen collaboration between the two organizations (see box).

As a UNAIDS co-sponsor, UNHCR helped develop the 2012-2015 UNAIDS Strategy. Links between integrated sexual and reproductive health programmes, and HIV and AIDS programmes, were also reinforced. Advocacy conducted jointly with the Global Fund to Fight AIDS, Tuberculosis and Malaria paved the way for the inclusion of more people affected by emergencies in future Global Fund-assisted programmes.

In 2010, UNHCR led the emergency

shelter cluster in seven emergencies. In another two, it shared coordination duties with IOM and UNICEF. It also collaborated with the IFRC and the ICRC in developing a new family tent. Similarly, partnerships within the camp coordination and camp management cluster were strengthened. UNHCR deployed two of its staff to assist IOM in setting up the cluster in Haiti and to develop a strategy for registration and profiling following the earthquake. For more details, see the chapter, *Working with the Internally Displaced*.

UNHCR continued to engage with partners in the field of education. A new MOU will strengthen the Office's relationship with the Refugee Education Trust as well as with UNESCO. UNHCR and WFP developed *The Good Practice Guide on School Feeding*, while ties with UNICEF were strengthened by a common work plan promoting

cooperation on education, child protection, resource mobilization, emergency preparedness, surge capacity and logistics and supply.

Cooperation on the development of tools and guidelines with the Inter-agency Network for Education in Emergencies continued in 2010. UNHCR also joined the International Rescue Committee in devising an e-learning package on *Safe Learning Environments*, which was piloted in Chad and Uganda.

With regard to environmental management, UNHCR continued to build its partnership with the International Union for the Conservation of Nature to develop community environmental action plans and conduct environmental impact assessments in Ethiopia, Rwanda, Sudan and Uganda. UNEP provided training to UNHCR to build staff capacity in the area of adaptation of populations to climate change.



● Working with the World Food Programme

In 2010, UNHCR and WFP strengthened their collaboration by revising their MOU to reflect progress in the field of nutrition and food security and new methods of providing assistance. The MOU provides for a clearer delineation of responsibilities regarding decision-making, funding and implementation. The two agencies agreed on new methodologies for delivering food assistance, improved nutrition interventions, joint operational matters in Africa, including security and telecommunications, and a common work plan.

WFP provided basic food rations for people of concern to UNHCR in almost all operations. In some situations, WFP provided additional food products to prevent and treat malnutrition. It will provide improved fortified blended foods or other fortified food items in order to address moderate acute malnutrition, stunting and micronutrient deficiencies. UNHCR and WFP have placed increased emphasis on food security in urban areas, on cash and voucher programmes, and on urban nutrition and food security needs assessments. Both agencies are committed to expanding the number and scale of joint projects.

UNHCR and WFP participated in the UN High Level Task Force on the Global Food Crisis, collaborating closely on the Comprehensive Framework for Action. Within this structure, the agencies sought to ensure that refugees and other vulnerable people were included in national safety nets created in response to the food crisis. In December 2010, the IASC Principals endorsed the establishment of a global Food Security Cluster co-led by FAO and WFP, with which UNHCR will also cooperate.

To improve the quality of assessment, monitoring and evaluation of nutrition programmes, UNHCR and WFP organized training in specific areas for UNHCR and partner

staff. Standardized nutrition survey modules geared to refugee situations have also been developed; almost 60 nutrition surveys were conducted in 21 countries. The majority of these surveys also measured levels of anaemia.

UNHCR and WFP plan to improve the quality of their Joint Assessment Missions, and are planning to undertake joint evaluations of the impact of food assistance in protracted refugee operations in Chad, Ethiopia, Rwanda and Yemen.



UN High Commissioner for Refugees António Guterres, WFP Executive Director Josette Sheeran and UN Women Executive Director Michelle Bachelet visiting Dadaab refugee camp, Kenya, in April 2011.

Partnerships on statelessness were expanded in 2010 at the international, regional and national levels. UNHCR joined forces with OHCHR to organize an expert meeting on the situation of stateless people in the Middle East and North Africa. A similar meeting in Asia co-organized with the National Human Rights Commission of Thailand was attended by more than 80 experts.

UNHCR continued to try and increase the small number of civil-society actors involved in global efforts to address statelessness. In partnership with the Open Society Justice Initiative, the Office organized two expert meetings on the definition of statelessness and procedures to determine if a person is stateless. More details are available in the chapter *Addressing Statelessness*.

UNHCR continued to promote the effective use of international human rights law and UN human rights mechanisms to strengthen the protection of the populations under its care. The Office cooperated closely with OHCHR and followed closely the work of the UN Human Rights Council, including the Universal Periodic Review and its Special Procedures, and the UN Treaty Monitoring Bodies. It welcomed the entry into force of the Convention on Enforced Disappearances and the creation of a new treaty monitoring body, the Committee on Enforced Disappearances.

UNHCR worked actively with the Child Protection Working Group, which falls under the protection cluster, by contributing to the development of rapid-assessment tools, capacity-building and standard-setting for child protection. In this framework, the Office chaired the Inter-Agency Working Group on Unaccompanied and Separated Children. UNHCR, UNICEF and IOM agreed on a common perspective on the situation of unaccompanied and separated children in mixed migration, improving coordination, advocacy and programming.

The Office of the Special Representative of the Secretary-

General on Children and Armed Conflict, UNICEF and UNHCR worked together to implement relevant sections of UN Security Council Resolutions 1612 and 1882, which establish a monitoring and reporting mechanism on grave violations against children in armed conflict.

UNHCR complemented the work of UNRWA in protecting and assisting the Palestinian refugees from Iraq in the Syrian Arab Republic. Cooperation included monitoring, registration and data verification, as well as joint advocacy.

Within the early recovery cluster and the UNDG/ECHA Working Group on Transition, UNHCR continued to advocate for increased recovery and development assistance for refugee-hosting and affected areas, as well as for programmes to aid reintegration.

In partnership with UNDP, UNHCR initiated the Transitional Solutions Initiative, which aims to place displacement-related needs on the development agenda in selected post-conflict situations.

UNHCR collaborated with the Japan International Cooperation Agency to bolster the reintegration of returnees and IDPs in Afghanistan, Southern Sudan and Sri Lanka, and worked jointly on initiatives supporting host communities in Bangladesh, Kenya and the Syrian Arab Republic.

The World Bank and UNHCR collaborated closely to improve the development response to forced displacement. Consultations on this issue were held in Afghanistan, Azerbaijan, Chad, Georgia, Iraq, Senegal and Sudan.

To enhance the quality of livelihood programmes supporting the self-reliance of people of concern to UNHCR, partnerships were strengthened with UN agencies and NGOs to develop new tools, such as guidance for urban situations. Various joint projects covered entrepreneurship-building, skills training and microfinance. Key partners in these undertakings were ILO and the Women's Refugee Commission.

COOPERATION WITH REGIONAL ORGANIZATIONS

In **Africa**, governments and the people of countries hosting refugees make an extraordinary contribution to UNHCR's programmes. While UNHCR provides basic assistance and essential services, ultimately, refugees are sustained by the resources of their host communities.

In 2010, UNHCR continued its work with the African NGO Task Force, a coordinating platform for African NGOs. First steps were taken to set up a Task Force Secretariat in Dakar, which will be further developed in 2011. Partnerships with the African Union were strengthened, in particular, with regard to the ratification and implementation of the AU Convention on the Protection and Assistance of Internally Displaced Persons in Africa (the Kampala Convention).

UNHCR also worked with the regional economic commissions, including the East African Community, the Economic Commission of West African States, the Intergovernmental Authority on Development, and the Southern African Development Community. These efforts focused on creating a favourable environment for local integration, supporting the evolving African peace and security architecture, promoting the Kampala Convention, and fostering regional cooperation on protection in mixed-migration situations.

In September 2010, a regional conference on refugee protection and international migration was hosted by the United Republic of Tanzania with the support of IOM and UNHCR. More than 120 participants attended, including government officials from 13 countries (Burundi, the Democratic Republic of the Congo, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Somalia, South Africa, Uganda, the United Republic of Tanzania, Zambia and Zimbabwe), representatives of civil society, regional and international organizations.

In the **Americas**, UNHCR worked to place the issue of protection in the context of natural disasters firmly on the agenda of the UN system. Under the aegis of the Regional UNDG Team for Latin America and the Caribbean,

UNHCR coordinated the Regional Protection Working Group with a view to promoting a more predictable, comprehensive and effective response to the protection challenges in emergencies.

Cooperation with IOM on mixed-migration and human-trafficking issues grew stronger following the 2009 Costa Rica Conference on Refugee Protection and International Migration. As a result of UNHCR's advocacy, in 2010, the Organization of American States (OAS) adopted three resolutions for the protection of refugees, IDPs and, for the first time, stateless people.

UNHCR co-sponsored the second Ibero-American Forum on Migration and Development, which focused on the impact of the global financial crisis on migrants and refugees. With regard to the Caribbean, an opportunity for a new strategy in the region was created with the opening of UNHCR's office in the Dominican Republic to support the protection cluster in Haiti. Meanwhile, UNHCR strengthened its network of 17 Honorary Liaison pro-bono partners in the Caribbean countries.

In **Asia and the Pacific**, UNHCR welcomed the establishment of the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children. This new mechanism will strengthen international protection for women and children as well as promote the reduction, prevention and protection of those at risk of becoming stateless.

UNHCR continued to participate in the Bali Process, aimed at countering people smuggling and trafficking in persons, and co-hosted with the Philippine Government a workshop on "Regional Cooperation on Refugees and Irregular Movements." The workshop brought together relevant stakeholders to identify issues of common concern and concluded with a broad agreement to cooperate regionally on irregular movements.

In the Pacific, UNHCR deepened its engagement with the Pacific Immigration Directors' Conference by conducting training and awareness-raising programmes for border officials and promoting model refugee legislation. UNHCR expanded its relationship with the South Pacific

Regional Environment Programme, which looks at regional strategies for managing and monitoring the impact of climate change.

In Central Asia, UNHCR worked with the Government of Kazakhstan, current Chair of the Organization of the Islamic Conference, to host a ministerial-level conference on the situation of refugees and other forcibly displaced people.

In **Europe**, UNHCR's relations with the European Union (EU) institutions and the Council of Europe continued to provide opportunities to advance humanitarian objectives. The European Commission was UNHCR's third largest donor in 2010.

UNHCR played a consultative role in EU efforts to develop a Common European Asylum System, with a seat on the Board of the European Asylum Support Office. UNHCR also continued to cooperate with the European Agency for the Management of Operational Cooperation at the External Borders (Frontex) and with the EU Fundamental Rights Agency.

UNHCR strengthened cooperation with the European Court of Human Rights and the European Court of Justice. Both bodies have increasingly been tackling issues connected to refugee law.

An agreement was established with the OSCE's Office for Democratic Institutions and Human Rights, which aimed to coordinate the monitoring and reporting of hate crimes, and to counter racism, discrimination, xenophobia and related intolerance.

In the **Middle East and North Africa**, UNHCR continued to develop partnerships with governments, regional organizations and civil-society institutions.

UNHCR closely followed the efforts of the League of Arab States to draft a Convention for Regulating the Status of Refugees in the Arab Countries. UNHCR continued its strategic partnership with the Organization of the Islamic Conference under an MOU which focused on joint resource mobilization for emergencies, project implementation, needs assessment and operational coordination, training and capacity-building, visibility and public information.

UNHCR also established an external relations hub in Abu Dhabi with the aim of enhancing its capacity to forge strategic partnerships with governments and private donors in the Gulf region. The Gulf Cooperation Council (GCC) is an important partner in these efforts.

NON-GOVERNMENTAL ORGANIZATIONS

In 2010, NGOs made up the largest group among UNHCR's partners and played an essential role in meeting a large variety of the needs of people of concern. UNHCR channelled USD 544 million, or 28 per cent of its total expenditures, through 687 NGOs (153 international and 534 national).

UNHCR's annual consultations with NGOs in June 2010 were attended by 350 representatives of some 180 NGOs (of which 80 were national) coming from 80 different countries.

UNHCR worked to strengthen national NGOs by providing capacity-building opportunities. Given their presence in the field, their proximity to beneficiaries and their knowledge of relevant social and cultural situations, such NGOs play a key role in emergencies.

Deployment schemes allowed UNHCR to enhance its emergency response capacity. Save the Children and UNHCR maintained their standby staffing agreement which supported operations in the Republic of the Congo, Ethiopia, Sudan and Uganda. Best Interest Determination for children at risk is in the process of being strengthened through a joint project with IRC covering workshops, expert deployments and tool development.

Shelter experts were deployed through standby arrangements with the Danish Refugee Council, the Norwegian Refugee Council and the Swiss Agency for Development and Cooperation. Technical staff deployments for physical planning and shelter support were also made possible through close partnerships with RedR Australia, Irish Aid, GOAL, Canadem and the UNV programme. At Headquarters, UNHCR reinforced its technical capacity in shelter and physical planning with secondments from the Shelter Centre.

In the field of camp coordination and camp management, the Danish Refugee Council and the Shelter Centre seconded staff to the global cluster, while the Norwegian Refugee Council continued to manage a roster of some 45 trainers.

NATIONAL ASSOCIATIONS, CORPORATE PARTNERSHIPS AND FOUNDATIONS

In 2010, UNHCR's national association partners in Australia, Germany, Japan, Spain and the United States of America made significant contributions to the Office's work, both with funding and by engaging civil society in refugee issues. For more details, see the chapter *Funding UNHCR's Programmes*.

More than 60 companies worked with UNHCR during the year to increase awareness and provide support for the displaced through employee giving, cause-related marketing campaigns, special events, in-kind donations and cash grants. Some USD 17.5 million was raised through this channel.

Of particular importance have been the donations of sanitary material for refugee girls and women in countries across Africa and the Middle East, which Procter & Gamble (P&G) has been providing since 2008. These have allowed UNHCR to make significant progress towards meeting one of the High Commissioner's Five Commitments to Refugee Women, namely the provision of sanitary materials to all women and girls of reproductive age.

To date, P&G has donated 31 million sanitary-pad units, meeting the needs of some 225,000 girls and women for a full year. Not only have the donations allowed refugee women and girls to participate fully in daily activities, attend school and recreational programmes, as well as increase their livelihood opportunities, they have also set the standard for future operations. P&G also supported the Pakistan emergency programme by providing various hygiene items.

The IKEA Foundation became UNHCR's newest strategic partner in 2010, with a grant to purchase textbooks for children in the Dadaab camp in Kenya. The Foundation also donated



Refugee children from Gihembe Camp, in Rwanda, have benefitted from the “MES” alliance between FC Barcelona, Nike and UNHCR which raises funds for sports and education projects for young and vulnerable refugees.

blankets, mattresses and beds in response to the Kyrgyzstan emergency. On shelter design and non-food items, UNHCR worked with partners in the private sector such as Formens Hus and Maddel, as well as a number of international NGOs.

Other in-kind donations were received from companies ranging from LEGO in Denmark to UNIQLO (Fast Retailing Co., Ltd.) in Japan. An agreement was established with Novartis in 2010 to provide emergency supplies of anti-malaria medication for countries with depleted stocks or with unmet needs in acute emergency situations.

Thanks to Skype’s expertise in telecommunications and the support of the Government of Luxembourg, staff in hardship locations were able to make free and low-cost voice and video calls to their families using a low-bandwidth version of the company’s popular software specially designed for UNHCR. This had a positive impact on staff welfare.

Collaboration with members of the Council of Business Leaders and other partners continued. Manpower assisted resettled refugees. Microsoft’s employee giving campaign enabled UNHCR to

acquire support from and the backing of the company’s employees for the first time. Microsoft also provided free software licenses for use in UNHCR’s Community Technology Access (CTA) centres. PricewaterhouseCoopers made an additional contribution for the Educating the Children of Darfur project in eastern Chad. Through the **ninemillion.org** campaign, Nike, the International Olympic Committee and FC Barcelona supported education and sports programmes benefiting thousands of refugee children and youth.

New relationships were also initiated with Hewlett-Packard, which made a donation for the Community Technology Access centres, and the United Parcel Service (UPS), which agreed to cover transport costs for the worldwide tour of the UNHCR-sponsored and awareness-raising exhibition of photographs by Zalmāi. The Portuguese energy company EDP helped UNHCR deploy renewable energy solutions to Kenya’s Kakuma camp. In the aftermath of the earthquake in Haiti, UNHCR was able to rehabilitate three schools thanks to an employee giving campaign and matching gift by the Italian company Pirelli.

UNHCR continued to develop its relationship with the Bill and Melinda Gates Foundation. Large grants secured from the Gulf region included USD 3.9 million from a public-private campaign involving the United Arab Emirates Red Crescent Society and USD 300,000 from the UAE-based Sheikha Fatima Fund for Refugee Women. Other significant grants originated from foundations such as Humanity United, the Divac Foundation, the Hong Kong Buddhist Association, Prosolidar, the Band Aid Charitable Trust, the Lebara Foundation and the Diana Princess of Wales Memorial Fund.

UNHCR also worked with the United Nations Foundation, in particular on efforts to prevent malaria. The Office joined the UN Interagency Task Force on Adolescent Girls, and plans on applying for funds from the UN Foundation’s Girl Fund and Girl Up campaign.

For the ninth consecutive year, UNHCR received generous support from the Postcode Lottery in the Netherlands and in Sweden. Funding from these lotteries increased by almost 50 per cent, reaching some USD 3 million by the end of 2010. An increase of USD 700,000 in funding from the Dutch Postcode Lottery demonstrated continued commitment to the work of UNHCR.

Meanwhile, the Swedish Postcode Lottery nearly doubled its support to UNHCR by donating USD 930,000 through UNHCR’s Swedish Fund-Raising Foundation. Furthermore, as a quick response to the massive and urgent needs in Haiti and Pakistan, the Swedish Postcode Lottery contributed USD 680,000 to UNHCR’s emergency operations in those regions.

The Postcode Lotteries also continued to generate visibility for the forcibly displaced around the world. Through television, newsletters, and other media, messages of support for people of concern to UNHCR reached millions of people in Sweden and in the Netherlands.

GOODWILL AMBASSADORS

UNHCR's Goodwill Ambassadors continued to increase public awareness about the plight of people of concern to the Office.

The Goodwill Ambassadors contributed to World Refugee Day 2010 by visiting refugees, participating in media interviews, attending public events and engaging in other activities to reach audiences around the world.

Goodwill Ambassadors also served as important advocates in the Field. Angelina Jolie carried out five field missions, including to Haiti and Pakistan. Her public service announcement appealing for greater support for efforts to provide relief to the flood victims of Pakistan reached millions of people. She also met with Colombian refugees in Ecuador on World Refugee Day and visited Bosnia and Herzegovina, where she called for steps to end the continued suffering of displaced victims of the long-past civil war.

UNHCR's longest-serving Goodwill Ambassador, Barbara Hendricks, travelled to Ethiopia, where she visited refugees from Somalia, Eritrea and Sudan and helped to bring greater attention to the continued needs of these populations. She also continued to play an active role as chair of UNHCR's Fund-Raising Foundation in Sweden. Goodwill Ambassador Osvaldo Laport met with Colombian refugees in urban and rural areas throughout Ecuador, in an effort to support UNHCR's action in the country.

Goodwill Ambassador Jesús Vázquez supported fund-raising activities in Spain, including an art auction in Madrid, for which many prominent artists donated their work to raise funds for refugees.

In 2010, UNHCR worked to strengthen its Goodwill Ambassador Programme by developing *Guidelines for the Designation and Management of Goodwill Ambassadors*. This aligns the programme more closely with the UN Secretary-General's *Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace*. ■

● Tibo, a former Sierra Leonean refugee, becomes a UNHCR fund-raiser



Tibo Rogers was born in Sierra Leone, but was forced to flee his home because of civil war. After years of displacement, he was resettled in Australia, where he has now become a successful fund-raiser for the national association, "Australia for UNHCR." Here is his story:

"I was born in Sierra Leone. I was 12 years old when the civil war broke out in 1991. I was displaced on several occasions inside my country, before seeking refuge in Ghana in October 1997.

It was a tough experience; you really had to be mentally strong and hopeful. On one hand I was happy to be alive—in itself, some sort of a miracle—but on the other, I kept worrying about my family members who were still in the middle of the war.

After a week in the camp, I met with UNHCR officials and expressed my determination to go to school. I was really lucky as I received a scholarship and attended a boarding school in Tema for three years. UNHCR gave me hope by educating me and feeding me for seven and a half years before eventually facilitating my resettlement in Australia in 2005.

When I arrived in Australia I quickly followed an advanced English course and then attended university. One day, I called Australia for UNHCR and told them that I really wanted to join and contribute to UNHCR because I know that the funds raised in Australia go a long way to helping refugees. I've been doing face-to-face fundraising since November 2009.

I am passionate about the refugee cause. I still have my last refugee card and when people don't believe that their money will really go to refugees, I tell them to look at me, as I am the living example of what UNHCR does. Had UNHCR not been there, I would not be here, talking to them. I always tell potential donors to give hope to people with no hope.

Usually they react positively, change their minds and decide to donate. Of course, at times, people can be verbally aggressive. I think that my education and my attitude towards life in general help a lot. I make sure to always remain calm and diplomatic. I let people speak their mind, and then I try to tell them about the refugee reality and about my own experience."