

Working in partnership with others

In the humanitarian arena, UNHCR is committed to working in partnership in all aspects of its funding and implementation of programmes worldwide. Whether with other UN sister organizations, UN coordinating bodies, Governments, intergovernmental organizations, non-governmental organizations (NGOs), private sector entities or individuals, the Office is focusing each year more and more on developing truly collaborative relationships with others. Many examples of current partnership initiatives are described elsewhere in this Global Appeal, therefore this chapter will simply select a number of key examples which illustrate the directions in which this commitment is progressing.

United Nations system initiatives

Through its office in New York, UNHCR will aim to ensure that provisions related to monitoring the physical safety of displaced populations and returning refugees are included in new and renewed mandates of peace-keeping missions. A joint letter signed by the High Commissioner and the Under Secretary-General for Peacekeeping Operations in April 2004 outlined enhanced cooperation between UNHCR and DPKO in the areas of refugee, IDP and returnee security; disarmament, demobilization and reintegration; mine action and the rule of law. Other areas for technical cooperation include geographic information systems (GIS), logistics/supply chain, training and staff exchange. Efforts in 2005 are likely to concentrate on sub-regions in Africa which are experiencing continuous conflict or where peace efforts are triggering large scale voluntary return movements.

Collaborative work within the Inter-Agency Standing Committee (IASC) has included UNHCR's participation in the IASC Task Force on Protection from Sexual Exploitation and Abuse in

Humanitarian Crises. This has led to the development of tools and mechanisms for implementation of the Secretary-General's Bulletin on the subject. UNHCR will ensure guidance and follow-up through its internal task force on the Code of Conduct.

The Office is committed to supporting a collaborative approach in field operations. In facing the ongoing challenge to respond to IDP crises, UNHCR is trying to enhance the predictability of its own response to such crises, and to ensure that field-based staff collaborate with other agencies. The Office supports the work of the Inter-Agency Internal Displacement Division (IDD) established by the Office of the Coordinator of Humanitarian Affairs (OCHA). One area of collaboration is in West Darfur, where UNHCR is boosting its presence and will take responsibility to strengthen protection and security among an estimated 500,000 IDPs to eventually help them to go home. In these efforts, UNHCR will work in partnership with other UN agencies and NGOs under the leadership of the Humanitarian Coordinator and the Emergency Relief Coordinator.

In early 2004, UNHCR and UN-HABITAT signed an MOU on how to enhance cooperation in a number of areas including water supply development, construction of sanitation facilities and provision of low cost and environmentally friendly housing for refugees and returnees. This agreement also provides for property restitution and property rights for returnees or refugees integrating into local communities.

UNHCR and WFP continue to maintain close cooperation both through high-level meetings and exchanges and in field operations. The Executive Director of WFP participated as guest speaker and panellist in the 55th session of UNHCR's Executive Committee in October 2004, and collaboration is being further strengthened through a revised MOU that has been rolled out in four regions.

A number of initiatives to increase bilateral cooperation between UNHCR and the International Labour Organization (ILO) are in progress. ILO will also partner UNHCR and the International Organization for Migration (IOM) in a project aimed at a comprehensive solution for Afghan displacement. Another important multilateral initiative linked to broader international migration issues is the Geneva Migration Group (GMG) which was formed to study a number of issues relating to the asylum-migration nexus. The GMG comprises the Executive Heads of IOM, ILO, OHCHR, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC) and UNHCR.

UNAIDS co-sponsorship

In June 2004, UNHCR became an official co-sponsor of the Joint Programme on HIV/AIDS (UNAIDS). In emergency settings, UNHCR has remained an active member of the IASC Reference Group on HIV/AIDS. UNHCR, UNICEF and WFP have together developed a programme of options for HIV, food and nutrition in refugee settings. Under the Great Lakes Initiative, UNHCR and its partners will be implementing activities in the subregion in 2005 - to be supported by a grant from the World Bank. Another HIV/AIDS initiative will be implemented with Save the Children to benefit Somali



Democratic Republic of the Congo: WFP and UNHCR are providing food and basic necessities to huge populations of displaced persons in Africa, the Middle East, the Balkans and elsewhere. *UNHCR*

and Sudanese refugees in the East and Horn of Africa. More details of collaborative activities planned for the year to come and beyond are outlined in the Global Programmes chapter.

The Consolidated Appeals Process

In 2005, as in previous years, UNHCR will be fully involved in all aspects of the inter-agency Consolidated Appeals Process, a response programme cycle used by agencies under the leadership of the Humanitarian Coordinator and facilitated by OCHA. In both Field operations and at Headquarters, staff are engaged in strategic planning; coordination - leading up to the publication of the consolidated appeal document and its implementation; and fundraising. OCHA and UNHCR continue to collaborate on their various planning processes. While the Global Appeal shows UNHCR's budgetary requirements for all of its operations, the requirements of the consolidated inter-agency appeals are shown in the chapter on *Funding* - with a clear indication of UNHCR's component of the consolidated requirements.

The conclusions of four humanitarian financing studies in 2003 have led IASC members to develop a needs assessment framework matrix under the Consolidated Appeals Process. To assess the results of applying this framework, Burundi and the Democratic Republic of the Congo were selected as pilots. Both of those countries were also selected by the Good Humanitarian Donorship as pilot projects. UNHCR will continue to support the development of coordinated needs assessments under the CAP process. The Office will also play an active part in the Good Humanitarian Donorship (see website: www.reliefweb.int/ghd/).

As part of its advocacy work, UNHCR will participate in the OECD/DAC Network of Conflict, Peace and Development Cooperation to ensure that the needs of refugees are adequately reflected in DAC guidelines. In addition, UNHCR will be working closely with members of the Network to develop good practices on how best to foster coherent common approaches to refugee situations and

how to link humanitarian and development assistance in an effective manner.

Working with NGOs

The Office continues to forge effective partnerships with NGOs in striving to achieve UNHCR's core priorities of advocacy, providing international protection and humanitarian assistance, and finding durable solutions for persons of concern. In 2005 and beyond, innovative projects will give NGOs an expanded role in protection and programming activities. In this connection, the Office will use partnership as one way to address reducing the gap between the assessed needs of refugees and people of concern and available resources.

UNHCR also works closely with numerous NGOs and NGO umbrella groups on advocacy and policy formulation, for instance, NGOs play a pivotal role in UNHCR's Annual Tripartite Consultations on Resettlement, which every year brings together States, NGOs and UNHCR to review ongoing programmes and policies. NGOs have participated in the High Commissioner's Forum, which has been focusing on the three strands of Convention Plus: the strategic use of resettlement; irregular secondary movement of refugees and asylum-seekers; and targeting development assistance to achieve durable solutions.

After the allegations of sexual exploitation in refugee camps in West Africa, two years ago, UNHCR has been working to support NGO efforts to develop their own capacity to deal with allegations of staff misconduct. These endeavours are pursued through an inter-agency network involving NGOs, UNICEF, WFP and UNHCR. Further, the High Commissioner has directed all Representatives to keep up regular dialogue and cooperation with all NGO partners on protection issues.

Over the years, UNHCR has maintained standby arrangements with NGOs to enhance the Office's capacity to respond to emergencies through deployment of qualified staff in areas of refugee protection, resettlement, community services, field security, child protection, engineering,

telecommunications and other vital sectors. As protection partners, NGO activities range from the provision of legal advice and participation with UNHCR in the RSD process to field protection monitoring and support. UNHCR's Department of International Protection and the Division of Operational Support jointly launched, on a pilot basis, a Protection Learning Programme for UNHCR Partners. The programme is designed to foster a common understanding among partners of international protection, to emphasize the complementarity of UNHCR's mandate and that of other agencies, and to promote international legal standards relating to the protection of persons of concern to UNHCR.

Indeed, collaboration with partners can be seen throughout UNHCR's extensive field operations. In Central and South America, the Office works extensively with national NGOs to form Protection Networks whose services extend from providing legal counselling to assistance to urban refugees and the internally displaced. Similarly, in Central and Eastern Europe, UNHCR works in association with partners to strengthen the capacities of national NGOs who will remain a dynamic force for refugee protection as UNHCR phases down some of its operations. In Southern Africa, UNHCR collaborates with national and international NGOs on providing legal services, information and educational opportunities to urban refugees. In Asia and the Middle East, UNHCR continues to offer training for national and international NGOs which are increasingly active in refugee emergency operations.

Corporate partnerships

Over the last few years, UNHCR has started forming significant and long-term partnerships with multinational corporations to address unmet needs of refugees. These relationships are demonstrating the added-value which the corporate sector can bring to UNHCR's programmes. In addition to the funding aspects, the business community is contributing new and innovative ideas about fostering refugee self-reliance; opening new doors to private sector entities; and offering skills and knowledge to help improve the impact of UNHCR's interventions. Mutually beneficial relationships with private companies are being established in order to broaden the base of financial support for UNHCR's programmes – to make available other resources that can have a positive impact on shared goals. The desire for stable societies and thriving communities, where refugees are integrated or have returned home is a common ground. Current partnerships with Nestlé, Microsoft and Nike are tapping into expertise found within their business core competencies and putting resources, contacts and networks within UNHCR's reach. In 2005, UNHCR is seeking to expand its corporate partnership programme. To this end, the Private Sector and Public Affairs Services welcome all enquiries from the business community.

More details on UNHCR's work with its partners can be found throughout this Global Appeal, in particular, in the Coordination section of the country chapters.